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# 1995 ANNUAL REPORT

## TOWN OF BROOKLINE





**On the Cover:**

**Detail of the Gum Wall Mural located at the corner of  
Harvard and Thorndike Streets.**

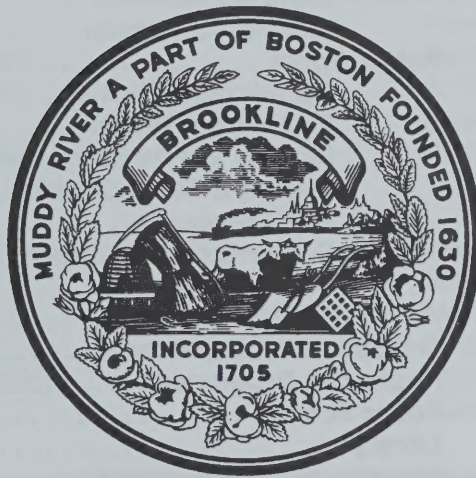
**"History of JFK Crossing, Brookline" ©David Fichter 1995**

**Mural and photo by David Fichter, Cambridge, Massachusetts**

**Sponsored by the JFK Crossing Murals Project and funded  
through the Community Development Block Grant Program.**



# TOWN OF BROOKLINE MASSACHUSETTS



290th Annual Report of the  
Town Officers of Brookline  
for the year ending December 31, 1995

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# TOWN OFFICERS

## for the Municipal Year 1995

---

### Elected Town Officers and Committees

---

#### MODERATOR

Edward (Sandy) Gadsby (1997)

#### TOWN CLERK

Patrick J. Ward (1997)

#### BOARD OF SELECTMEN

Donna R. Kalikow, Chairman (1997)

Michael W. Merrill (1996)

Thomas P. Hennessey (1997)

Ronny M. Sydney (1998)

Joseph T. Geller (1996)

#### TRUSTEES OF THE PUBLIC LIBRARY

Peter J. Epstein, Chairman (1996)

Leonard Bernstein (1998)

Dennis P. Geller (1998)

Paul M. Katz (1998)

H. Richard Tyler (1998)

Mary Firestone (1997)

Kenneth Jacobson (1997)

Ellsworth Rosen (1997)

Max Swartz (1997)

Gary D. Jones (1996)

Gabriela Romanow (1996)

Sandra L. Stotsky (1996)

#### SCHOOL COMMITTEE

Nancy Heller, Chairman (1998)

Helen Charlupski (1998)

Frank Smizik (1998)

Joyce Jozwicki (1997)

Terry Kwan (1997)

Pamela Lodish (1997)

Isabella Hinds (1996)

John F. Hodgman (1996)

James W. Schlesinger (1996)

#### BROOKLINE HOUSING AUTHORITY

Francis M. Moroney, Chairman (1999)

Barbara B. Dugan (2000)

A. Christina Wolfe (1998)

Leslie Fabian (1996)

Pamela H. Goodman (1996)

#### CONSTABLES

Stephen E. Dean (1998)

Marvin A. Feinman (1998)

William A. Figler (1998)

Myrna Kahn (1998)

Stanley Rabinovitz (1998)

---

### Appointed by the Moderator

---

#### ADVISORY COMMITTEE

Betsy DeWitt, Chairman

Carl E. Axelrod

John Bassett

Carla Wyman Benka

Benjamin Birnbaum

L. Branch Harding IV

David J. Jensen

Estelle Katz

Stephen J. Lacker

Virginia W. LaPlante

Frederick Lebow

Mark E. Levy

Nancy Madden

Mark B. Manin

Shaari S. Mittel

Sergio Modigliani

Charles Moo

Ab Sadeghi-Nejad

Thomas D. Oleson

#### ADVISORY COMMITTEE (CONT'D)

Stanley L. Spiegel

Jean G. Stringham

Richard G. Suter

Donald C. Weitzman

Susan H. Williams

#### COMMITTEE ON TOWN ORGANIZATION AND STRUCTURE

Jean D. Berg, Chairman (1996)

Robert M. Stein (1998)

Michael Robbins (1998)

Stephen B. Goldenberg (1997)

Martin R. Rosenthal (1997)

Mark A. Michelson (1996)

David Feingold (1997)



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## Boards and Commissions Appointed by the Selectmen

---

### ADVISORY COUNCIL ON PUBLIC HEALTH

Dr. J. Jacques Carter, Chair (1996)  
Joyce Clifford (1998)  
Laurie Malcolm (1998)  
Roberta Gianfortoni (1997)  
Dr. Leonard Bernstein (1997)  
Elizabeth Hirshom (1996)

### ASSESSORS

George F. Moody, Chairman (1998)  
George F. McNeilly (1997)  
Harold Peterson (1996)

### BOARD OF APPEALS

Kenneth Hoffman, Chairman (1998)  
Bailey Silbert (1997)  
Diane Gordon (1996)

### ASSOCIATE MEMBERS

Lawrence E. Kaplan (1997)  
Stanley Rabinovitz (1997)  
Lewis C. Cohen (1996)  
Jordan Krasnow (1996)

### BOARD OF EXAMINERS

Israel Katz, Chairman (1998)  
Julius Abrams (1997)  
Barnett Berliner (1996)

### BUILDING COMMISSION

Charles Howard, Chairman (1997)  
Gordon Hurwitz (1998)  
John Lojek (1998)  
Ellen Goldman (1997)  
Louis Wilgoren (1996)

### BROOKLINE ACCESS TELEVISION

Arlene Mattison, Chairman (1997)  
Sandy Phillips (1998)  
Sue Raemer (1998)  
Robert Schroder (1998)  
Judith Diamond (1997)  
W. Dann Robinson (1997)  
Ruth Abrams (1996)  
Susan Erickson (1996)  
Carol McBain (1996)

### CABLE TV MONITORING COMMITTEE

Tobe Berkovitz, Chairman  
Francine Berger  
Michael Carris  
Bill Chuck  
Edwin C. Hamada  
Ben Kaplan

### CABLE TV MONITORING COMMITTEE (CONT'D)

David Kunen  
Barbara Mitchell  
Jerrold Oppenheim  
Michael Selib  
Evvy Titleman

### COMMISSION FOR THE DISABLED

Joan Crowley, Chairman (1997)  
Bernard Gollis (1998)  
Robert Sneirson (1998)  
Melvin Ritter (1997)  
Annette Posell (1996)  
Barbara Gopen (1996)  
Selectman Ronny Sydney

### ASSOCIATE MEMBERS

Jane Kahn Alper (1997)  
2 Vacancies

### COMMISSION ON THE STATUS OF WOMEN

Joan Sokoloff, Chairman (1997)  
Lisa Madeline Cukier (1998)  
Janice Kahn-Edinburg (1998)  
Susan Englander (1998)  
David A. Frischling (1998)  
Paul H. Noe (1997)  
Ann Sanders (1997)  
Shelley Richmond (1997)  
Elinor L. Scholl (1996)  
Selectman Ronny Sydney

### CONSERVATION COMMISSION

Betsy Shure Gross, Chairman (1998)  
Stephen Burrington (1998)  
Joan Fried (1997)  
Joanne Wexler (1997)  
Marian Lazar (1997)  
Barbara MacKey (1996)  
Fred Perry (1996)

### ASSOCIATE MEMBERS

Hugh Mattison  
Anne Berlin

### COUNCIL FOR THE ARTS AND HUMANITIES

Moshe Alon, Chairman  
John Bassett  
Claudine Bing  
Sharon B. Breitbart  
David Browder  
Harry Cooper  
Roberta Gianfortoni  
Marianne Gowan  
Rena Gulati  
Lynn Holstein



## COUNCIL FOR THE ARTS AND

### HUMANITIES (CONT'D)

Renee Miller  
Kerry O'Donnell  
A.E. Ryan  
Sandra Smith Shwalb  
Mona Thayer  
Joyce Tyler

## COUNCIL ON AGING

Harold Jennings, Chairman  
Anne O. Freed  
Rita Hamburg  
Elizabeth Kirsten  
Murray Leeds  
Agnes Rogers  
Bernice Rosenbaum  
Al Rosenberg  
Sally Rotman  
Miriam G. Sargon  
Milton Wolf

## ECONOMIC DEVELOPMENT

### ADVISORY BOARD

Thomas Nally, Co-Chair (1998)  
Robert I. Sperber Co-Chair (1998)  
Joan Millman (1998)  
Donald A. Warner (1998)  
Donna Cohen Fisher (1997)  
Paul Saner (1997)  
Melvin R. Shuman (1997)  
Amy VanDoren (1997)  
Miceal Chamberlain (1996)  
Debra Hall (1996)  
Jill Weber (1996)  
Donald R. Zagoren (1996)

## HOUSING ADVISORY BOARD

Roger Blood, Chairman (1997)  
Richard Benka (1998)  
Valerie Zimmer (1996)  
Kenneth Jacobson (1996)

## HUMAN RELATIONS/YOUTH RESOURCES

### COMMISSION

Ruth Flaherty, Chairman (1998)  
Alan Cohen (1998)  
Leslie Fabian (1998)  
Ellen Goodman (1998)  
Susan Howards (1998)  
Claire Weiss (1998)  
Reverend George Chapman (1997)  
Harold Koritz (1997)  
Rabbi Rachmiel Liberman (1997)  
Captain Peter Scott (1997)  
Wendy Warring (1997)  
Sandra Bakalar (1996)  
Assunta Cha (1996)  
Sandra C. Kostetsky (1996)  
Agnes Rogers (1996)

## PARK AND RECREATION COMMISSION

John Bain, Chairman (1998)  
Wallis Wickham Raemer (1998)  
Robert L. Allen (1997)  
Gerard J. Walsh (1997)  
Michael Berger (1996)  
Walter Elcock (1996)  
Daniel F. Ford (1996)

## PERSONNEL BOARD

James E. Cockfield, Chairman (1998)  
Frances Shedd-Fisher (1998)  
Patricia Correa (1997)  
Jacqueline Young (1997)  
Kenneth Kurnos (1996)

## PLANNING BOARD

Robert DeVries, Chairman (1996)  
Dixon Bain (2000)  
Kenneth M. Goldstein (1999)  
Mark Zarrillo (1997)  
Jerry Kampler (1996)

## PRESERVATION COMMISSION

Patricia Libby, Chairman (1998)  
Ruth Dorfman (1997)  
Sheri Fagler (1997)  
Dr. Judith Selwyn (1997)  
Maurice Childs (1996)  
Chobee Hoy (1996)

### ASSOCIATE MEMBERS

Boquisia Wojciechowska Bucklin (1998)  
David England (1998)  
Wendy Ecker (1997)  
Dr. Gary Gross (1997)  
Nancy Yetman (1997)

## REGISTRAR OF VOTERS

Robert J. Wong, Chairman (1996)  
Linda Golburg (1997)  
Franklin Kartun (1997)

## RENT CONTROL BOARD

Fred Levitan, Chairman (1996)  
Wyatt Gotbetter (1996)  
Joanne Porter Liberles (1996)

## RETIREMENT BOARD

Harvey J. Beth, Chairman  
Joseph P. Duffy  
(elected by members)  
Brenda G. Levy

SOLID WASTE ADVISORY BOARD  
Roberta Schnoor, Chairman (1997)  
James Diskant (1998)  
D. Randolph Meiklejohn (1998)  
Van Cherington (1997)  
Anthony White (1997)  
Chris McArdle (1996)  
David & Jonathan Scheff (1996)

ASSOCIATE MEMBERS  
Lee Cook-Childs  
Celeste Moore

TREE PLANTING COMMITTEE  
Hugh Mattison, Chairman (1997)  
Corliss Engle (1998)  
Philip Hresko (1996)

TRUSTEES OF WALNUT HILLS CEMETERY  
Mary Harris, Chairman (1997)  
Donalda Hingston (1998)  
Alfred Palladino (1998)  
Dorothy Baldini (1997)  
Katharine Begien (1996)

TRANSPORTATION BOARD  
Jacob Sydney, Chairman (1997)  
Linda Dean (1998)  
William Schwartz (1998)  
George Johnson (1997)  
Fred Levitan (1997)  
William Riley (1997)

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### Miscellaneous Appointments

---

AGENT FOR MANAGEMENT OF REAL ESTATE  
John T. Mulhane

INSPECTOR OF WIRES  
Theodore Steverman

CIVIL DEFENSE DIRECTOR  
Robert D. English

KEEPER OF THE LOCK-UP  
Daniel C. O'Leary

DOG OFFICER  
Patrol Officer John King

LOCAL MOTH SUPERINTENDENT OF INSECT  
PEST CONTROL  
Hugh Mattison

FENCE VIEWER  
Mary Hunter

RIGHT TO KNOW COORDINATOR  
Gerard J. Hayes

INSPECTOR OF ANIMALS  
Dr. Herbert S. Carlin

WEIGHERS OF COAL  
Augustine Signore  
William Farnsworth

INSPECTOR OF PETROLEUM  
Robert D. English



## Senior Manager Appointments

### BOARD OF SELECTMEN'S OFFICE

Richard J. Kelliher, Town Administrator  
Brian F. Sullivan, Deputy Town Administrator  
Robin E. Coyne, Assistant Town Administrator

### CHIEF ASSESSOR

George F. Moody

### BUILDING DEPARTMENT

James Nickerson, Commissioner  
Charles Simmons, Director of Public Buildings

### COMPTROLLER

Judith A. Haupin

### COUNCIL ON AGING DIRECTOR

Arlene Stern

### ECONOMIC DEVELOPMENT OFFICER

Amy Schectman

### FINANCE DIRECTOR

Harvey J. Beth

### FIRE CHIEF

Robert D. English

### HEALTH AND HUMAN SERVICES DIRECTOR

Dr. Alan Balsam

### HUMAN RELATIONS/YOUTH RESOURCES DIRECTOR

C. Stephen Bressler

### INFORMATION SERVICES DIRECTOR

Jon Snodgrass

### TOWN LIBRARIAN

James C. Flaherty

### PERSONNEL DIRECTOR

Gerard J. Hayes

### PLANNING DIRECTOR

John E. Woodward, Jr.

### POLICE CHIEF

Daniel C. O'Leary

### CHIEF PROCUREMENT OFFICER

Edward F. Clasby

### DEPARTMENT OF PUBLIC WORKS

A. Thomas DeMaio, Commissioner  
Peter Ditto, Town Engineer  
John G. Harris, Jr., Director of  
Engineering & Transportation  
Andrew Pappastergion, Director of  
Water & Sewer  
Peter Sellers, Director of Highway  
Paul R. Willis, Director of Parks/  
Forestry/Cemetery

### RECREATION DIRECTOR

Robert T. Lynch

### SUPERINTENDENT OF SCHOOLS

James F. Walsh

### TOWN COUNSEL

David L. Turner, Town Counsel  
George F. Driscoll, Associate Town Counsel  
Joslin Ham, Associate Town Counsel

### TREASURER/COLLECTOR

Harvey J. Beth

### VETERANS' SERVICES DIRECTOR

Bernard J. Belcastro

# BOARD OF SELECTMEN

For the Board of Selectmen, and for your Town Government in general, the past year was one of stability and investment in the future. For the first time in nearly a decade, the budget was balanced without cuts in services. The voters approved a Proposition 2 1/2 debt exclusion for the much needed renovation of the High School. Long-term planning was emphasized through greater utilization of Financial Forecasting and expanded application of the Capital Improvement Plan. Virtually all labor contracts were settled, within the Town's ability to pay, prior to the expiration of previous agreements. Appointments were made to several key administrative positions, some newly created to meet emerging needs. The Town's first Economic Development program was established with the appointments of the Economic Development Advisory Board and Economic Development Officer. These are among the many examples of progress and initiative presented in this Annual Report.

Our relatively stable year was not without its serious challenges, however. The elimination of Rent Control and record winter snowfall were historically unprecedented events. The administrative apparatus that evolved under 25 years of Rent Control had to be dismantled effectively and compassionately. More importantly, the human needs of 4,200 households losing

rent controls, especially the 500 low income units, had to be addressed. The Town was battered by the heaviest snowfall in 125 years of recorded weather history. Fortunately, the seemingly endless winter of 95-96 was remarkably incident free--testimony to the capability of Town forces and the resiliency of our citizens.

Reporting on the largest capital project ever and the most snowfall in history reminds us that the past year was marked by many other superlatives. For the first time in 15 years the Town was given a AAA Bond rating; we celebrated the first, First Light Night; and we continued to enjoy the steepest decline in reported crime rates in a generation. All this stands in dramatic contrast to the stress experienced from many factors just little more than a year ago.

Our overall position is perhaps best summarized by the Finance Director in a five year Combined Balance Sheet and Comparative Statement of Revenue and Expenditures presented at the conclusion of this section. Your elected officials, the Town Administration, volunteer members of boards and commissions, and an activist citizenry have worked very hard to bring Town affairs to this favorable position. The collaboration and resourcefulness exhibited in the past year will undoubtedly strengthen the Town in meeting the challenges that lie ahead.



*Brookline's Board of Selectmen and Town Administrator*



HIGH SCHOOL RENOVATION

On December 12, 1995 the voters approved by a vote of 4,648 to 3,038 the following debt exclusion ballot question:

“Shall the Town of Brookline be allowed to exempt from the provisions of proposition two and one half, so-called, the amounts required to pay for the bond issued (in a principal amount not to exceed \$43,800,000) in order to remodel, reconstruct or make extraordinary repairs to and for the construction of additions to the HIGH SCHOOL BUILDINGS?”

YES \_\_\_\_\_  
NO \_\_\_\_\_

The \$43.8 million High School renovation is the largest single capital project undertaken by the Town. It is intended to upgrade systems and facilities throughout 500,000 square feet of space across three buildings. Eighty percent of the renovation will be directed at the infrastructure of the main building, the Unified Arts Building and the Tappan Street gym, including:

- replacement of the antiquated steam heat system
- rewiring the entire building
- installation of new plumbing and fixtures

Twenty percent of the renovation funds will be spent on upgrading and expanding the three buildings to achieve:

- updated and expanded library
- technology systems suitable for the future
- performing arts spaces
- modernization of career and vocational facilities

To move a project of this size and complexity along the very aggressive schedule required to meet the State timetable for School Building Assistance reimbursement, the Board of Selectmen, School Committee, and Building Commission agreed to establish a special Project Oversight Committee. The Project Oversight Committee brings together the Town’s decision makers to coordinate actions in a timely fashion. This enables the Building Commission, which retains ultimate responsibility for any project, to oversee the many other projects of vital interest to the Town.

The members of the Project Oversight Committee are:  
Selectman Joseph Geller  
School Committee Chairperson Nancy Heller  
Building Commission Chairperson Chuck Howard  
School Superintendent James Walsh  
High School Headmaster Robert Weintraub  
Building Commissioner James Nickerson  
Town Administrator Richard Kelliher

The Board of Selectmen voted on January 2, 1996, the Building Commission on January 7, and the School Committee on January 11 to adopt the following guidelines for the Project Oversight Committee:

- The POC, which has a representative of all the relevant town agencies with a direct, major responsibility for the project, shall act as an agent of the Building Commission, Board of Selectmen and School Committee.
- It is intended to provide this representative, executive committee with decision making authority on issues requiring immediate action which cannot wait until the next Building Commission meeting, and issues of a routine, or logistical nature.
- The POC shall be the primary town committee with whom the Project Administrator shall consult for direction. The Project Administrator shall attend all the meetings of the POC and serve as the Committee’s staff person.
- The POC shall be responsible for ensuring that the project is completed successfully. Said responsibility shall include all aspects of the project including budget, schedule, safety, public relations, coordination of town agencies, logistics, and contract compliance.
- Areas in which the POC shall have decision making authority are:
  - Inter-line budget transfers and routine issues of minor budget impact (\$25,000 or less) which do not require a transfer from the project contingency account.
  - Issues requiring immediate action which cannot wait until the next Building Commission meeting which do not require a transfer greater than \$50,000 from the project contingency account.
  - Issues of a purely programmatic nature which do not impact the overall budget. On such issues, unless there is just cause, the POC shall defer to the School Committee.
  - Approval of the procurement of all furnishings and equipment within budget.
  - Issues of safety, scheduling, phasing, moving, traffic and parking, and other logistical issues.
- For all other areas, which are intended to include issues of major importance, major budget impact, and transfers from the contingency account (except as noted above), the approval of the Building Commission, Board of Selectmen and School Committee shall be required.

Immediately after the debt exclusion vote, a Committee of Seven recommended the Architect and Construction Manager for the project.

The Committee of Seven members were:

Selectman Joseph Geller  
Chuck Howard, Building Commission  
John Lojek, Building Commission  
Gordon Hurwitz, Building Commission  
Isabella Hinds, School Committee  
Helen Charlupski, School Committee  
Terry Kwan, School Committee

The Board of Selectmen voted on February 27, 1996 to execute a contract with Finegold Alexander and Associates, Inc., an architectural firm with extensive experience with design of public buildings, particularly education facilities. A separate contract with Gilbane Company for construction management services was voted by the Board of Selectmen on March 12, 1996.

## RECORD SNOWFALL

During the 95-96 Winter a record 104 inches of snow fell on the metropolitan Boston area. Beginning on December 14, 1995, 13 separate storms fell on our Town.

Brookline forces are required to clear 100 miles of roadway; 29 miles of sidewalk; nine school buildings and 13 other facilities such as libraries, fire stations, etc.; ten parking lots and many other sites. Our personnel, equipment and contractors under outstanding DPW leadership, rose to meet each occasion.

By all accounts, winter storm operations were superior. Brookline schools were closed very few days throughout the entire period. A number of other systems in the area were forced to close more often. Underlying this effort was the new equipment acquired through the Override of 1994. The Town deployed 25 new trucks and five new sidewalk plows as part of a lease/purchase package for 55 new vehicles in total.

A number of other indicators of the severity of this winter were: the spreading of approximately 5,000 tons of sand and salt; the cleaning of 1,500 fire hydrants by water crews and firefighters; and the towing of approximately 150 vehicles because of formally declared snow emergencies. Fortunately, only a small number of DPW employees suffered minor injuries; it is testimony to their efforts that emergency services continued unimpaired with few incidents reported by residents.

## FY96 ACTION ITEMS

Year before last, the Board of Selectmen established a list of "Action Items" to guide its work, and that of the Town Administration. Drawn from annual budget objectives, statutory requirements, and week-to-week demands, the "Action Items" are reviewed quarterly and modified accordingly.

The most recent list included approximately 26 separate Action Items. For purposes of respecting the interests and time constraints of individual Selectmen, each member of the Board is charged with oversight responsibility for particular areas:

1. Revamp CIP; capital needs assessment; project management - Selectmen Kalikow and Geller
2. Maintain AAA Bond Rating - ALL
3. Computer Advisory Committee - Selectman Merrill
4. Enhance Economic Development - Selectmen Kalikow and Geller
5. Expand PILOT Program - Selectmen Merrill and Sydney
6. Assessment Committee/Revaluation - Selectman Merrill
7. Public Safety - Selectmen Hennessey and Sydney
8. Park improvements/maintenance - Selectmen Geller and Kalikow
9. Commercial Areas/Public Celebrations - Selectmen Merrill and Sydney
10. Custodial Services - Selectmen Geller and Sydney
11. Cable TV Contract - Selectmen Merrill and Hennessey
12. Enhanced communications (School Committee/Advisory Committee) - Selectman Kalikow
13. Water, MWRA assessment - Selectmen Hennessey and Geller
14. Town Boards and Commissions - ALL
15. Legislative delegation - Selectmen Sydney and Geller
16. Housing Issues - Selectmen Hennessey and Sydney
17. Americans with Disabilities Act - Selectman Sydney
18. Collective bargaining - ALL
19. Group Health monitoring - Selectman Kalikow
20. Labor Advisory Committee - Selectmen Kalikow and Sydney
21. Civil Service - Selectman Sydney
22. Public Works Garage - Selectman Hennessey
23. High School Project - Selectmen Geller and Sydney
24. Senior Center Project - Selectmen Kalikow and Geller
25. Town Administrator/department head performance pay and classification study - ALL
26. Goal setting/policy calendar - ALL



*Brookline Police Honor Guard presents a new Brookline Flag to the Board.*



CAPITAL PROJECTS

In addition to the High School, the Town continues with its most ambitious capital program in memory. Among the projects requiring considerable attention from the Board of Selectmen are the construction of a new DPW Highway facility and the reconstruction of Soule Playground.

In 1987 Town Meeting voted funds for the design of a Highway facility at the former Hammond Street Incinerator site and for the development of plans to conduct appropriate environmental remediation. The total estimated cost for this project is \$7.6 million. Bids are expected by mid-May 1996.

On August 22, 1995 the Board of Selectmen voted to accept the recommendation of a Committee of Seven to designate Keyes Associates of Waltham to prepare plans and specifications for the new "Municipal Service Center". The Committee members were:

- Selectman Thomas Hennessey
- John Lojek, Building Commission
- Chuck Howard, Building Commission
- Louis Wilgoren, Building Commission
- A. Thomas DeMaio, Commissioner of Public Works
- Peter Ditto, Town Engineer
- Andrew Pappastergion, Director of Water and Sewer

The contract with Keyes was segmented into three phases: schematics, design development, construction documents -- to ensure Selectmen oversight of the goals established for this project. Care has been taken in each phase to make certain that plans conform with State Department of Environmental Protection requirements, to allow for community input, and to produce a cost effective design. The 1996 Spring Town Meeting will be asked to vote the bond authorization for this long deferred project.

Complementing the Highway Garage design is the planning for the "re-use" of the current garage facility at Kendall Street. Because real property has not been surplused for many years this is the Town's first formal re-use effort. The age and site conditions of the Kendall Street Garage complex have heightened the challenges of disposing of this property in a manner acceptable to the neighborhood and to the benefit of the community at large.

The 1995 Annual Town Meeting voted a \$50,000 appropriation to study a wide range of re-use possibilities for this site. On December 19, 1995 the Board of Selectmen voted to retain Powers and Company, Inc., to provide the technical support for this effort. The firm is working with a Coordinating Committee composed of:

- Selectman Donna Kalikow
- John Lojek, Building Commission
- Amy Schectman, Economic Development Officer
- Thomas Nally, Economic Development Advisory Board
- Mel Shulman, Economic Development Advisory Board
- Don Zagoren, Economic Development Advisory Board
- John E. Woodward, Jr., Planning Director

To date three community meetings have been held to review neighborhood interests, market possibilities, zoning requirements, site conditions, and other factors. Re-use options will emerge as these factors are further assessed. Ultimately, re-use hinges on the relocation of DPW operations from the present Kendall Street location.

On October 25, 1995 the Town received a \$420,000 grant from the State Department of Environmental Management to upgrade the conditions at Soule Playground. This will fund more than half the cost of the project. Several Town Departments worked extremely hard to secure one of the very last grant awards under the expiring Open Space Bond Bill.

A Design Review Committee has been following an aggressive schedule to meet the Open Space Bond Bill timetable.



Secretary of Environmental Affairs Trudy Cox, Senator Lois Pines and Representative John Businger present \$420,000 grant to town officials.

The Committee members are:

- Selectman Joseph Geller
- PARK AND RECREATION COMMISSION MEMBERS
  - Daniel Ford
  - Gerard Walsh
  - Wallis Wickham Raemer
  - Michael Berger
- CITIZEN MEMBERS
  - Deborah Notman
  - Hugh Joseph
  - Craig Halvorson

On December 19, 1995, the Board of Selectmen awarded the design contract to Brown and Rowe Associates of Boston. The emerging plans address a number of issues: soccer facilities will be expanded with the creation of three youth size fields; and passive recreational areas will be provided with enhanced drainage, access ways, etc.

The construction contract is expected to be awarded by June 1996, with work completed in this construction season.



## LABOR CONTRACTS

The Personnel Board and the Town's negotiating team have settled all Town labor contracts, except Police. The new agreements for firefighters and the AFSCME units were ratified prior to the expiration of the previous contracts. All the labor agreements have two year terms and were negotiated within the town's ability to pay. The police negotiations are now before an Arbitrator appointed by the State Joint Labor Management Committee. It is the intent of both the Town and Police Association to complete those proceedings as soon as possible.

Central to the most recent round of negotiations was the implementation of a new Group Health plan. Earlier last year the labor/management Group Health Advisory Committee had agreed upon the outline of a new managed care program. Although there was consensus between the Town and employee leadership on the nature and extent of group health change, under the law actual implementation could not occur without collective bargaining. The members of the Group Health Advisory Committee are: Selectman Donna Kalikow, Edward Clasby, Chief Procurement Officer, Tom Condon, Engineering, Laura DePasquale, Personnel, Joseph Geary, Water Department, Gerard J. Hayes, Personnel Director, Phil Katz, Brookline Educators' Association, Richard J. Kelliher, Town Administrator, Alan Balsam, Health & Human Services Director, Terri Manchester, Brookline Educators' Secretarial Association, Vince McKay, Brookline Educators' Association, Ed Milch, Engineering, Robert Murphy, Police Association, Robert O'Reilly, Firefighters' Association, Bill Ribas, Personnel Director, Schools, Chet Riley, Firefighters' Association, Peter Rowe, Asst. Supt. School Admin. & Finance, Shirley Sidd, Resident and Retiree Representative, Amy Wertheim, Asst. Personnel Director.

As detailed in the report of the Personnel Board, the new managed care plans are Blue Choice and HMO Blue from Blue Cross Blue Shield and Harvard Community Health Plan. As a result of switching to managed care, and of moderate claims experience, group health costs have actually decreased. Town funding and employee contributions have been reduced by taking money out of the group health system, not by shifting costs. Indeed, several key benefits such as office co-payments and prescriptions have been improved.

The Group Health Advisory Committee is now concentrating on employee wellness. Informational sessions and materials, targeting high risk behaviors, are in the process of being prepared. Both the Union leadership and the Town consider it in their mutual interest to continue to reduce group health costs through collaborative efforts.

## HOUSING

When Rent Control was repealed on January 1, 1994 by the adoption of Chapter 282 of the Acts of 1994, 4,200 households were under the Town's rent control regulations. Nearly 500 of these households qualified for extension of rent controls until either 1995 or 1996 under State income and age guidelines.

Considerable effort was exerted by the Rent Control Board/Office to provide transition assistance to the 3,700 households initially impacted. Informational materials and meetings were provided to help tenants make informed choices. Special procedures were established to determine income eligibility. Efforts were also made to provide timely and accurate information to landlords. The former Rent Control Office staff deserves much credit for making this transition proceed as smoothly as possible.

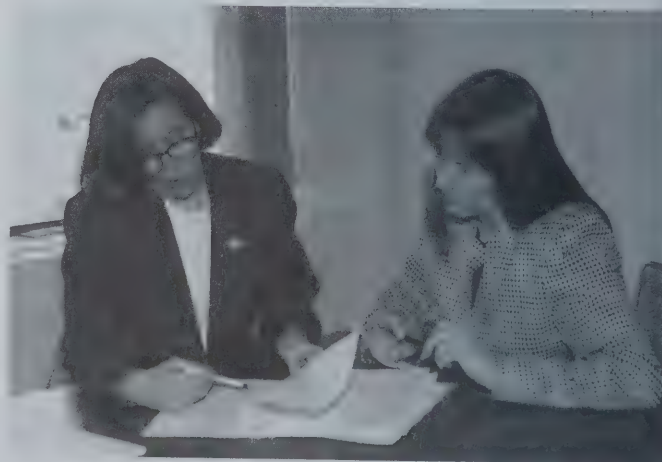
More recently, efforts have concentrated on the remaining income eligible tenants, about half of whom are elderly. Three committees are working in this area; the Housing Advisory Board; the Moderator's Committee on Housing and the Housing Resource Committee. The activities of the Moderator's Committee and Housing Advisory Board are detailed in the Report of the Planning Department.

The Housing Resource Committee was established to guide the hands-on assistance being provided to low income tenants.

The Committee members are:

Selectman Thomas Hennessey  
Selectman Ronny Sydney  
Brian Cloonan, Executive Dir. Housing Authority  
John E. Woodward, Jr., Planning Director  
Arlene Stern, Director, Council on Aging  
Judy Cohn, Housing Access Consultant  
Lisa Talayco, Housing Counselor  
David Frischling, Tenant Representative  
Roger Stern, Landlord Representative  
Robert Basile, Landlord Representative

At the recommendation of the Moderator's Committee, the Board of Selectmen voted on September 28, 1995 to hire a housing access consultant to assist in a broad range of activities such as completing Brookline Housing Authority applications or Section 8 Certificates, locating subsidized housing outside the Town, dealing with landlords, and moving. The Board of Selectmen also voted on September 12, 1995 to create a Housing Counselor position within the Council on Aging. This position is to help with the broader range of needs of elderly losing rent controls.



*Housing Access Counselor Judy Cohn and Housing Counselor Lisa Talayco confer on a case.*



The Housing Resource Committee has helped coordinate the activities of the consultant and outreach counselor. The Committee has been able to provide specific referrals for staff to use in individual situations. Of the 72 tenants whose coverage expired on December 31, 1995, 21 were satisfactorily resolved as a direct result of the Town's efforts.

The Housing Resource Committee is most concerned about the 400 remaining households awaiting decontrol on December 1996. In response, the Board of Selectmen has recently taken steps to increase the Housing Counselor to full-time status and to extend the contract with the Access Consultant.

## ECONOMIC DEVELOPMENT

After the authorization by the November 1994 Town Meeting to create the position of Economic Development Officer, the Board of Selectmen took immediate steps to establish the new program. The Town's first Economic Development Officer was appointed, effective April 24, 1995. The newly created Economic Development Advisory Board held its initial organizational meeting on May 17, 1995. The first appointees to the Economic Advisory Board are:

Thomas Nally - Co-Chair  
Robert Sperber - Co-Chair  
Joan Millman  
Donald A. Warner  
Donna Cohen Fisher  
Paul Saner  
Melvin R. Shuman  
Amy VanDoren  
Miceal Chamberlain  
Debra Hall  
Jill Weber  
Donald Zagoren

The objectives of the Economic Development program are to (i) facilitate appropriate development; (ii) strengthen commercial areas; (iii) promote design excellence; and (iv) enhance the neighborhood's quality of life. The Economic Development Advisory Board has already taken a number of comprehensive steps toward these objectives. The development of a 115 unit assisted living complex at the former Brookline Hospital site; the inauguration of First Light Night; and the recent Special Town meeting zoning approval for the Longyear site are but a few examples.

The Goddard House assisted living project is illustrative of the multiple benefits that can be realized. A vacant lot that was once tax exempt, will soon be the site of an approximately 77,000 square foot facility permanently on Town tax rolls. Fifteen percent of the units will be set aside for low and moderate income residents. The developer will contribute \$10,000 to the construction of a new Town Senior Center. With one of our largest public housing developments directly across the street, the facility will also provide much needed employment opportunities.



*Model of new assisted living facility at former Brookline Hospital site.*

## COLLABORATION AMONG AGENCIES

The Board of Selectmen continues to emphasize the collaboration between town agencies and the public and private sector. The J.O.B.S. (Job Opportunities for Brookline Seniors) Program, a state-funded initiative administered through the Council on Aging, has successfully placed 27 seniors in part-time employment since its inception in September 1994. Because of an introduction by the Board of Selectmen, a relationship between Boston University employment officials and the JOBS coordinator, Gloria Dorfman, has matured and resulted in four placements to date.

The Hire One youth employment program is sponsored by the Board of Selectmen and Chamber of Commerce and is funded by a Community Development Block Grant. The program is directed by the Brookline Recreation Department and managed by Brookline Community Mental Health Center.

Hire One has completed its fourth successful year placing 46 youths in summer job positions in the private sector. At least 75% of the participants were from low income households and 59% of the teens represented a diversity of ethnic groups including African American, Asian American, Latino and Former Soviet Union Americans.

These programs exemplify the best type of government program.

In this climate of fewer dollars to perform a variety of services in government, these two job programs leverage grant dollars and bring in results exceeding conventional subsidized jobs programs. Our programs are evaluated annually and improvements made accordingly. The Board of Selectmen is intent on advocating for these programs, and on initiating relationships with major corporations such as Blue Cross/Blue Shield and Harvard/Pilgrim in the forthcoming year.

## COMPUTER ADVISORY COMMITTEE

One of the top priority projects for the Board has been the acquisition and implementation of new computer systems for the Town. The Selectmen's Computer Advisory Committee, Chaired by Selectman Merrill, has been charged with overseeing this project.

The Committee consists of the following members:  
Selectman Michael Merrill, Chair  
Terry Ann Cohen

William R. Jarosz  
Terry Kwan  
Charles Moo  
Thomas D. Oleson  
Stan Reichgott  
Ann Koufman Frederick  
Mark Levy  
Chris Vezentinski  
Michael Gero  
Jon Snodgrass, Information Services Director  
Harvey J. Beth, Director of Finance  
Edward Clasby, Chief Procurement Officer  
Judy Haupin, Comptroller  
Peter Rowe, Asst. Supt. School Adm. and Finance  
Tim Kelley, Information Services Department  
Brian F. Sullivan, Deputy Town Administrator

The key component of the new computer system is the financial management system which will service all town and school departments. It includes the following subsystems:

General Ledger  
Budget Analyst  
Receipts Manager  
Payroll & Human Resource Manager  
Applicant Tracking Manager  
Position Control Manager  
Attendance Tracking  
Purchasing Agent  
Receivables Manager

After a comprehensive vendor selection process, Pentamation of Bethlehem, Pennsylvania was selected by the Committee to provide the financial management system. While the Committee was pleased with Pentamation's strong school and town government experience, it did have some concern with the firm's minimal experience with town government systems in Massachusetts. Worcester was the only municipal government installation in Massachusetts. Since then, the communities of: Acton, Barnstable, Framingham, Lincoln and Newton have all followed suit and selected Pentamation, thus giving the firm a strong presence in Massachusetts.

The Town is presently in the midst of installing the general ledger system and expects to have the payroll subsystem installed by July 1, 1996.

The next priority system for the Committee will be the acquisition of a new public safety system to serve both

the police and fire departments. Work is just commencing on an RFP process for this system.

We are deeply indebted to the Committee members for their many hours of professional service. The Town is indeed fortunate to have such talented and civic-minded citizens.

## **PUBLIC CELEBRATIONS**

A key objective for the Board of Selectmen is to encourage public celebrations that highlight the dignity of our community along with providing festive occasions open to all. Two new events were introduced this past year --- First Light Night and Israel Independence Day. Also, the scope of the Flag Day Parade and Seasonal Lighting were expanded. And, of course, the Town continued with the well established Martin Luther King Day observances, Asian-American Heritage Program, and Youth Awards.

Seasonal lighting, which was introduced the year before last, was extended this past winter to all the Town's commercial areas. From November to March, decorative snowflakes illuminate poles along major thoroughfares. The Lighting Program is coordinated by the Commercial Areas Committee with financial support from the Chamber of Commerce and other organizations and businesses. Department of Public Works crews install and remove the units.

The Commercial Areas Committee members are:

Selectman Michael Merrill  
Selectman Ronny Sydney  
A. Thomas DeMaio, Commissioner of Public Works  
John G. Harris, Jr., Director Engineering/Transp.  
Amy Schectman, Economic Development Officer  
John E. Woodward, Jr., Planning Director  
Ronald Brown  
David Jensen  
Stephen B. Goldenberg  
Rhona Hirschowitz  
Joanne Milbury  
Dr. Barton Tayer  
William Landau  
Barbara Soifer  
Charles Peck  
Anita Belt  
Robert Shortsleeve  
Devora Shortsleeve  
Christine Stewart  
Jerry Katz



Under the auspices of the Economic Development Office, the Town observed its very first First Light Night on November 16, 1995. The event succeeded beyond expectations.

Commencing with a seasonal lighting ceremony at Town Hall the evening was punctuated by more than 65 separate activities supported by 75 participating businesses. The primary purpose of First Light Night is to promote seasonal shopping in Brookline. The TAB newspaper printed a special 20 page advertising supplement exclusively for Brookline businesses.

Free Saturday parking was allowed each weekend between Thanksgiving and the end of December. On the night of the event itself, participating businesses pledged 10% of sales for the Brookline Foundation.

This raised \$3,500 for arts programs in Brookline schools.

On June 18, 1995 Harvard Street, from Babcock Street to Thorndike Street, was the site for more than 20,000 celebrants of Israel Independence Day. Held for many years at a Boston location, the Jewish Community Center of Greater Boston voted to shift the site to our Town. Entertainment, children's activities, and special events were available free of charge to anyone who participated. Area merchants benefited from foot traffic never before seen on Harvard Street. The Town welcomes the return of Israel Independence Day and looks forward to even greater participation by local businesses.

## Scenes from First Light Night



Selectman Thomas Hennessey reading a story at the Children's Book Shop.



Chamber of Commerce representatives Barbara Soifer and Ronald Brown join Board of Selectmen in Washington Square Victorian Clock Ribbon Cutting Ceremony.



Larry Zukoff, Director, and students of the Brookline Music School perform at Simon's Shoes.

## CATV COORDINATING COMMITTEE

To facilitate the Town's cable television license renewal process (expires June 1997), the Board of Selectmen created a CATV Coordinating Committee which met nine times during 1995. Members of the Committee include: Selectman Michael Merrill, Chairman, Selectman Thomas Hennessey, Town Administrator Richard Kelliher, from the Cable Television Monitoring Committee Chairman Tobe Berkovitz, Vice Chairmen Edwin Hamada and David Kunen and CATV Ombudsman C. Stephen Bressler, Town Counsel David Turner, Assistant Superintendent of Schools Claire Jackson, with staff coordination by Chief Procurement Officer Edward Clasby. Also attending these meetings were Brookline Access Television president and vice president Arlene Mattison and Judy Diamond as well as Cablevision of Brookline general manager Jay Somers and members of his staff Frank Totten and Theresa Dimanski. On behalf of Cablevision of Brookline, Mr. Somers made a formal presentation to the Committee on November 27.

Upon recommendation of Town Counsel, the Committee interviewed several legal consultants specializing in CATV and eventually retained the services of Peter Epstein, Esq., who also attended meetings of the group.

With the assistance of Mr. Clasby and Mr. Epstein, the Committee established and refined a time-table for implementing various elements of a formal license renewal process.

As part of a formal ascertainment process, in November, the Committee distributed 22,000 copies of a CATV Survey containing questions on viewing habits and attitudes towards Cablevision of Brookline's provision of programs and services. A total of 1687 persons returned completed forms, many of which also included written comments.

On July 25, 1995 the Board of Selectmen voted to empower the Coordinating Committee to conduct ascertainment hearings. On December 6, the Committee held a public ascertainment hearing which was carried live on Channel A-3 by Brookline Access Television. Residents, department representatives and local access producers commented on the level of service provided to the town, anticipated CATV needs in the new license, and the pros and cons of competing technologies. Another public hearing is scheduled to take place in 1996.

## MICHAEL W. MERRILL

The Board would like to recognize Selectman Michael W. Merrill for his nine years of distinguished service as a member of the Board of Selectmen. Selectman Merrill will be leaving the Board in May 1996 after having served from 1982 through 1985 and 1990 through 1996. He served as Chairman of the Board from 1991 through 1994.

During Selectman Merrill's tenure, the Town faced some of its most difficult and challenging years. He helped lead the Town through the first years of Proposition 2 1/2, helped draft a Town consensus on rent control and led the effort to improve citizen access

to information on the property revaluation process. He set high standards for the Town's management team and was a constant advocate for a lean, efficient, responsive Town government.

Some of the committees and issues on which Selectman Merrill played an active role included: Celebrations Committee, Commercial Areas Committee, Assessment Review Committee, Computer Advisory Committee, Cable Television Committee, Payments in Lieu of Taxes (PILOT) Committee, Boston University Committee, Parson's Field Committee, Senior Center Committee.

Selectman Merrill's tenure will always be remembered for his enthusiastic leadership and support of town civic affairs. He was the ultimate booster for the Town and was instrumental in pulling the entire community together. His leadership skills and "can do" approach will be sorely missed.



*Selectman Michael Merrill at the dedication of the new Victorian Clock at Washington Square.*



## CONCLUSION

The Financial Plan most recently submitted by the Town Administrator for Fiscal Year 1997 offers the hope of a second consecutive stable budget for Brookline. The Town continues to benefit from moderate inflation; labor contracts have been negotiated within the Town's ability to pay; and local aid is again increasing slightly. However, the FY97 Financial Plan does stress that, despite the lowest percentage increase in the property tax levy in ten years for operational needs, the overall property tax levy is expected to increase by 7.09%. More than half this increase is due to the debt exclusion voted for the High School renovation project.

The Town Administrator cautions that conditions in FY98 could change dramatically:

"For FY98, circumstances will be different. All Town and School labor contracts will have expired. Federal deficit reduction impacts (whether the President's, House Republicans', or somewhere in between) will begin to take hold. State office holders will not be up for election. The Town's most substantial CIP ever, plus the single largest project in the Town's history - the \$43.8 million high school renovation project - will undergo the rigor of final design, bidding, and actual construction. All of these contingencies are superimposed upon a financial forecast that already projects a shortfall, even if events unfold favorably. As the Town

implements the FY97 Financial Plan, we need to be ever mindful of how the future may be effected by conditions that are different than those that have shaped the past."

We are reminded that due to the extraordinary investment being made in capital improvements, the Town's debt per capita will have quadrupled in less than ten years. While this is not cause for alarm as evidenced by the recent renewal of the AAA credit rating, it will place Brookline debt burden among the highest of the AAA rated municipalities in the State. It is also noted that the Community Development Block Grant funding will be cut 10% in FY97 from current levels. The future of the Town's \$1.8 million Community Development Block Grant allocation is far from certain. Community Development Block Grant funds provide support to many social services and defray the cost of capital improvements serving those of low and moderate income. The \$1 million programmed for a new senior center is just one example.

It is essential that the sound fiscal policies that have served the Town so well in the past year are followed in the future. The Financial Improvement Policies, CIP policy, and others are designed to strike a balance between service needs and the Town's ability to pay. Adherence to these policies will be crucial as the Town proceeds to meet the many challenges ahead.

## FROM THE FINANCE DIRECTOR

The Department of Finance is responsible for the preparation of a number of varied and voluminous financial reports that are required to be submitted to many Federal and State agencies. It is also required, under the newly enacted Securities and Exchange Commission's Rule 15c2-12, to provide periodic interim disclosure of certain financial activities.

The reports that are submitted for compliance include the annual Audited General Purpose Financial Statements, the Auditor's reports on Federal Financial Assistance (also called the Single Audit Act reports), the periodic "official statement" issued with a notice of sale of Bonds, the Schedule A required by the State Department of Revenue, the Schedule 19 required by the State Department of Education and several other specialized reports to other agencies.

Copies of any and all of these reports are on file in the Town Library and the Town's Clerk's Office. Copies of most of the reports can be made available upon request of the Finance Director or the Town Comptroller.

A great deal of financial operating data is also published within the Town's Annual Financial Plan which is made available on February 15 through the Board of Selectmen's Office.

This year, in an effort to communicate the financial condition of the Town as well as the results of its operations, two summary type financial statements are herein provided as an overview. They are entitled:

- 1) Comparative Combined Balance Sheet
- 2) Comparative Statement of Revenues and Expenditures - General Fund Only

The Combined Balance Sheet provides a glimpse of the Town's fiscal condition over the past five years. A brief review of the trend indicates that good progress has been made over the period of time in reducing the delinquent tax status. This, coupled with adoption by the Board of Selectmen of prudent fiscal policies, has strengthened the fund balance retained for unexpected and unforeseen emergencies. That is most evident by the increase, over the reporting period, in the "unrestricted" funds shown in the Available for Current Use section of the Balance Sheet.

The Comparative Statement of Revenues and Expenditures is the Town's profit and loss statement. Only the General Fund is presented since that is the Fund that is appropriated by Town Meeting and is the recipient of the property tax revenues. All other Funds are restricted as to their sources and uses. The General Fund reflects the results that occur based upon the objectives that are established by the annual appropriation process including the financial plan submitted by the Town Administrator, the adoption of recommended budgets by the Board of Selectmen and the Advisory Committee, and the final determination by your elected Town Meeting representatives.



TOWN OF BROOKLINE, MASSACHUSETTS  
COMPARATIVE COMBINED BALANCE SHEET  
ALL FUND TYPES AND ACCOUNT GROUPS

|   |    | For Fiscal Years Ended June 30 |                       |                       |                       |                       |
|---|----|--------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|   |    | 1995                           | 1994                  | 1993                  | 1992                  | 1991                  |
| <b>ASSETS</b>   |    |                                |                       |                       |                       |                       |
| <b>Cash and near cash items</b>                             |    |                                |                       |                       |                       |                       |
| Cash and investments  |    |                                |                       |                       |                       |                       |
| Operating funds   | \$ | 24,718,973                     | 22,128,054            | 24,022,119            | 11,823,208            | 9,831,543             |
| Perpetual trust funds                                       |    | 487,179                        | 5,421,983             | 4,328,684             | 3,098,443             | 3,164,911             |
| Pension system funds  |    | 78,332,802                     | 76,424,195            | 73,228,868            | 62,034,764            | 51,342,476            |
| Receivables   |    |                                |                       |                       |                       |                       |
| Property taxes - current                                    |    | 1,144,315                      | 1,392,164             | 1,776,493             | 2,316,203             | 4,336,684             |
| Property taxes - delinquent                                 |    | 1,369,179                      | 1,562,146             | 1,867,810             | 1,887,757             | 1,740,176             |
| Motor vehicle excises                                       |    | 1,246,325                      | 1,671,713             | 1,572,862             | 1,224,068             | 1,291,355             |
| Departmental  |    | 1,292,990                      | 1,671,465             | 940,466               | 1,263,242             | 1,747,897             |
| Intergovernmental   |    | 1,254,411                      | 553,352               | 360,855               | 280,899               | 344,646               |
| User charges  |    | 2,936,472                      | 2,095,859             | 1,860,546             | 1,742,867             | 1,447,323             |
| Accrued interest  |    | 655,398                        | 807,862               | 637,823               | 424,618               | 302,069               |
| Notes and other   |    | 1,097,755                      | 1,723,266             | 2,047,450             | 601,808               | 739,200               |
| Prepaid expenses  |    | 72,534                         | -                     | -                     | -                     | -                     |
| Total cash and near cash items                              |    | 114,608,323                    | 115,252,059           | 112,243,776           | 86,697,676            | 76,088,280            |
| <b>Operating assets</b>                                     |    |                                |                       |                       |                       |                       |
| Property, plant and equipment                               | A  | 66,365,256                     | 36,142,336            | 28,077,105            | 17,761,408            | 15,149,674            |
| <b>Other assets and debts</b>                               |    |                                |                       |                       |                       |                       |
| Guarantee deposits  |    | 666,000                        | 720,914               | 720,914               | 666,000               | 592,347               |
| Amounts to be provided for long-term obligations            |    | 43,396,480                     | 42,281,850            | 37,325,000            | 24,720,000            | 18,615,000            |
| Amounts to be provided for contingent long-term obligations |    | 80,624,490                     | 70,028,000            | 67,601,000            | 68,864,000            | 73,135,101            |
| <b>TOTAL ASSETS AND OTHER DEBITS</b>                        |    | <b>\$ 305,660,549</b>          | <b>\$ 264,425,159</b> | <b>\$ 246,167,795</b> | <b>\$ 198,709,081</b> | <b>\$ 183,580,402</b> |
| <b>LIABILITIES</b>  |    |                                |                       |                       |                       |                       |
| <b>Due for payment - short term</b>                         |    |                                |                       |                       |                       |                       |
| Accounts payable  | \$ | 3,410,495                      | 5,165,834             | 12,146,243            | 1,353,029             | 3,540,435             |
| Construction retainage payable                              |    | 688,664                        | 885,633               | 362,643               | -                     | -                     |
| <b>Due for payment - long term</b>                          |    |                                |                       |                       |                       |                       |
| General obligation bonds                                    |    | 43,396,480                     | 42,281,850            | 38,325,000            | 24,831,270            | 18,615,000            |
| Contingent tax abatements                                   |    | 2,096,405                      | 1,274,000             | 1,762,844             | 2,967,105             | 3,679,254             |
| Contingent sick and vacation leave                          |    | 5,165,490                      | 5,044,000             | 6,437,000             | 4,185,000             | 2,639,101             |
| Contingent pension obligations                              |    | 72,359,000                     | 64,964,000            | 61,364,000            | 64,679,000            | 70,496,000            |
| Contingent workers compensation claims                      |    | 3,375,000                      | -                     | -                     | -                     | -                     |
| Contingent health insurance claims                          |    | 525,000                        | -                     | -                     | -                     | -                     |
| Other   |    | 302,170                        | 289,113               | 835                   | 53,064                | 36,604                |
| Deferred revenues   |    | 8,811,956                      | 8,220,704             | 5,913,221             | 4,466,743             | 5,628,929             |
| <b>TOTAL LIABILITIES AND OTHER CREDITS</b>                  |    | <b>\$ 140,132,660</b>          | <b>\$ 126,145,134</b> | <b>\$ 126,311,788</b> | <b>\$ 102,555,211</b> | <b>\$ 104,635,323</b> |
| <b>EXCESS OF ASSETS OVER LIABILITIES</b>                    |    |                                |                       |                       |                       |                       |
| Not available for current use:                              |    |                                |                       |                       |                       |                       |
| Investment in plant, property and equipment                 | \$ | 66,365,256                     | 36,142,336            | 28,077,105            | 17,761,406            | 15,149,674            |
| Non-expendable trust fund contributions                     |    | 1,726,288                      | 1,614,733             | 1,163,731             | 576,438               | 1,410,758             |
| Available for current use:                                  |    |                                |                       |                       |                       |                       |
| Reserved for health insurance claims                        |    | 2,044,763                      | 666,000               | 666,000               | 666,000               | 588,400               |
| Reserved for workers compensation claims                    |    | 129,137                        | -                     | -                     | -                     | -                     |
| Reserved for pension benefits                               |    | 78,476,144                     | 77,498,518            | 69,878,520            | 62,200,111            | 51,643,886            |
| Reserved for earmarked purposes                             |    | 6,877,586                      | 10,551,755            | 8,644,273             | 6,662,400             | 4,043,001             |
| Set aside for orders already placed                         |    | 5,022,837                      | 6,507,876             | 8,791,774             | 4,352,815             | 2,890,271             |
| Unrestricted  |    | 4,865,876                      | 3,298,607             | 2,634,606             | 1,934,700             | 3,219,089             |
| <b>TOTAL EXCESS OF ASSETS OVER LIABILITIES</b>              |    | <b>\$ 165,527,889</b>          | <b>\$ 136,280,025</b> | <b>\$ 119,856,009</b> | <b>\$ 96,153,870</b>  | <b>\$ 78,945,079</b>  |

Note A = Property and buildings were not recorded until 1995

Extracted and modified from Audited Financial Statements

TOWN OF BROOKLINE, MASSACHUSETTS  
COMPARATIVE STATEMENT OF REVENUES AND EXPENDITURES  
GENERAL FUND ONLY

|   |  | For Fiscal Years Ended June 30 |                |                    |                |                    |                |                    |                |                    |                |
|---|--|--------------------------------|----------------|--------------------|----------------|--------------------|----------------|--------------------|----------------|--------------------|----------------|
|   |  | 1995                           |                | 1994               |                | 1993               |                | 1992               |                | 1991               |                |
|   |  | \$                             | %              | \$                 | %              | \$                 | %              | \$                 | %              | \$                 | %              |
| <b>Expenditures:</b>  |  |                                |                |                    |                |                    |                |                    |                |                    |                |
| **** Education  |  | 35,452,130                     | 30.90%         | 32,914,448         | 30.47%         | 32,865,763         | 32.03%         | 32,830,110         | 32.49%         | 32,658,386         | 32.90%         |
| General government  |  | 3,793,540                      | 3.31%          | 3,575,489          | 3.31%          | 3,829,394          | 3.73%          | 3,773,263          | 3.73%          | 3,867,796          | 3.90%          |
| **** Public safety  |  | 20,514,176                     | 17.88%         | 19,227,063         | 17.80%         | 16,460,640         | 16.04%         | 17,081,331         | 16.90%         | 17,292,591         | 17.42%         |
| Public works  |  | 18,632,689                     | 16.24%         | 17,921,904         | 16.59%         | 17,743,874         | 17.29%         | 16,081,123         | 15.91%         | 15,157,687         | 15.27%         |
| Human services  |  | 1,550,737                      | 1.35%          | 1,570,390          | 1.45%          | 1,645,239          | 1.60%          | 1,804,159          | 1.79%          | 1,836,926          | 1.85%          |
| Liesure services  |  | 3,122,273                      | 2.72%          | 3,024,316          | 2.80%          | 2,932,799          | 2.86%          | 2,861,429          | 2.83%          | 3,098,586          | 3.12%          |
| Pension costs   |  | 7,465,426                      | 6.51%          | 7,293,142          | 6.75%          | 7,146,818          | 6.96%          | 7,161,578          | 7.09%          | 7,197,480          | 7.25%          |
| State and County assessments  |  | 5,319,936                      | 4.64%          | 5,118,351          | 4.74%          | 4,982,324          | 4.86%          | 4,842,242          | 4.79%          | 4,827,297          | 4.86%          |
| Debt service  |  | 6,908,373                      | 6.02%          | 6,139,667          | 5.68%          | 4,735,878          | 4.62%          | 4,100,941          | 4.06%          | 4,324,306          | 4.36%          |
| Nondepartmental   |  | 7,708,899                      | 6.72%          | 7,376,374          | 6.83%          | 5,862,868          | 5.71%          | 5,032,536          | 4.98%          | 5,072,058          | 5.11%          |
| Transfers to other funds  |  | 4,281,300                      | 3.73%          | 3,871,999          | 3.58%          | 4,407,000          | 4.29%          | 4,369,461          | 4.32%          | 3,143,167          | 3.17%          |
| Other unclassified  |  | -                              | 0.00%          | -                  | 0.00%          | -                  | 0.00%          | 1,118,920          | 1.11%          | 783,599            | 0.79%          |
| <b>Total Expenditures:</b>  |  | <b>114,749,479</b>             | <b>100.00%</b> | <b>108,033,143</b> | <b>100.00%</b> | <b>102,612,597</b> | <b>100.00%</b> | <b>101,057,093</b> | <b>100.00%</b> | <b>99,261,879</b>  | <b>100.00%</b> |
| <b>Revenues:</b>  |  |                                |                |                    |                |                    |                |                    |                |                    |                |
| Property taxes  |  | 76,305,472                     | 65.45%         | 70,454,616         | 65.08%         | 67,299,943         | 64.59%         | 65,772,783         | 66.19%         | 61,812,389         | 64.76%         |
| Motor vehicle excise  |  | 3,604,175                      | 3.09%          | 2,747,006          | 2.54%          | 3,240,749          | 3.11%          | 2,295,463          | 2.31%          | 2,380,206          | 2.49%          |
| Licenses and permits  |  | 756,107                        | 0.65%          | 688,109            | 0.64%          | 758,733            | 0.73%          | 531,661            | 0.53%          | 650,800            | 0.68%          |
| Interest earned   |  | 1,433,657                      | 1.23%          | 1,415,099          | 1.31%          | 1,385,169          | 1.33%          | 1,256,652          | 1.26%          | 1,068,328          | 1.12%          |
| Intergovernmental   |  | 8,873,916                      | 7.61%          | 8,497,432          | 7.85%          | 7,522,605          | 7.22%          | 7,449,677          | 7.50%          | 10,664,627         | 11.17%         |
| Payment in lieu of taxes  |  | 1,049,753                      | 0.90%          | 1,045,258          | 0.97%          | 1,352,508          | 1.30%          | 1,063,060          | 1.07%          | 563,084            | 0.59%          |
| Water and sewer charges   |  | 12,743,272                     | 10.93%         | 12,561,734         | 11.60%         | 12,046,663         | 11.56%         | 10,598,928         | 10.67%         | 8,928,298          | 9.35%          |
| Departmental and other  |  | 6,048,039                      | 5.19%          | 6,228,308          | 5.75%          | 6,279,520          | 6.03%          | 6,309,075          | 6.35%          | 5,576,755          | 5.84%          |
| Fines   |  | 2,955,546                      | 2.54%          | 2,913,070          | 2.69%          | 2,634,602          | 2.53%          | 2,494,470          | 2.51%          | 2,939,770          | 3.08%          |
| Transfers from other funds  |  | 2,811,543                      | 2.41%          | 1,708,406          | 1.58%          | 1,667,651          | 1.60%          | 1,604,690          | 1.61%          | 870,288            | 0.91%          |
| <b>Total Revenues</b>   |  | <b>116,581,480</b>             | <b>100.00%</b> | <b>108,259,036</b> | <b>100.00%</b> | <b>104,188,143</b> | <b>100.00%</b> | <b>99,376,459</b>  | <b>100.00%</b> | <b>95,454,455</b>  | <b>100.00%</b> |
| <b>Excess (deficiency) of revenues over expenditures for the year</b> |  | <b>1,832,001</b>               |                | <b>225,893</b>     |                | <b>1,575,546</b>   |                | <b>(1,680,634)</b> |                | <b>(3,807,424)</b> |                |

\*\*\*\* = School building maintenance was taken over by the Town beginning in 1994.

# TOWN ADMINISTRATOR

In this, my second Annual Report to the citizens of Brookline, I want to express my sincere appreciation for the widespread support shown for our efforts of the past year. Although there is much open for debate in this community among elected officials, citizen groups, opinion leaders and voters, the Town is united in its high expectations of Town government.

I wish to acknowledge the cooperation of Town employees who understand the demand for quality services and who are committed to provide them. I am especially grateful for the leadership of department heads and senior staff. Without hesitation I am proud to consider all of them colleagues in the service of local government. And finally, I extend a special note of gratitude to the Board of Selectmen, the first for which I have ever worked, particularly outgoing Selectman Michael Merrill, for their unflagging insistence upon excellence.

As I proceed with the second year of my three year term, many of the sound fiscal policies enacted recently are now being tested by the realities of constituent expectations, organizational demands, and revenue constraints. It is one thing to adopt a position in the abstract, it is quite another to have the endurance to

sustain its purpose over the long term.

In addition, I have found that as we attempt to sustain the initiatives already undertaken, we must continuously redefine our objectives in response to an ever changing environment. Federal deficit reduction, utility rate deregulation, the Telecommunications Act and other legal, cultural, economic and political developments must be accommodated, as we proceed with renewing the cable license, building a garage, renovating the high school, upgrading the computer system, eliminating Muddy River cross connections, reorganizing the employee group health plan, and pursuing the many, many other objectives already in place. And, of course, basic services for health, safety, and education must be provided 24 hours a day, every day of the year.

This is what is so exciting, and so challenging, about local government. We have attempted in the past year to concentrate on developing the kind of organization, policies, and professional staff that can carry out the Town's agenda for excellence, by efficiently implementing established objectives and effectively anticipating the future. We are hopeful that we can continue to meet the very high expectations set for us.



*Town Administrator Richard J. Kelliher and the other members of the Brookline Management Team*



## ORGANIZATIONAL DEVELOPMENT

On October 18-19, 1995, Department Heads participated in the first management Seminar for Brookline officials. This program marked the inauguration of the process to address some of the organizational goals established in recent years by the Board of Selectmen and several special committees that have examined town operations. As stated in the grant application for the Seminar:

"(The FPAC) report cites, in several different ways... that the Town needs to improve its management capacity. The lack of long term planning was critically noted along with a feeling of reluctance or inability to establish clear goals and priorities. The theme throughout the FPAC report was clear. FPAC was willing to recommend a Proposition 2 1/2 override with the understanding that there had to be an accompanying commitment to significantly improve the Town's ability to manage and control its own affairs."

In addition, the Seminar, both in its planning and execution, advanced some immediate objectives. The Seminar served as a focus for PILOT initiatives with local educational institutions; for grantsmanship; and for team building and skills building among senior administrators.

The event was planned and coordinated by a Seminar Committee of Town Clerk, Patrick Ward; Council on Aging Director, Arlene Stern; Finance Director, Harvey Beth; Fire Chief Robert English; Recreation Director, Bob Lynch; Water/Sewer Director, Andrew Pappastergion; Assistant Superintendent of School Administration and Finance, Peter Rowe; and Deputy Town Administrator, Brian Sullivan. They formulated the successful grant application to the State Executive Office of Communities and Development; secured substantial in-kind resources from Boston University and Pine Manor College; defined the program; and arranged for quite impressive keynote speakers.

The event was held in the Founders' Room at Pine Manor. The first day was devoted to management techniques, the second to strategic planning skills. Both days were facilitated by James Stockard, Vice President of Stockard & Engler & Brigham. Mr. Stockard has conducted similar programs for local governments, non-profit and other organizations throughout the country.

Opening Sessions - The Kick-off events for each day were presentations by Harry Spence, the then outgoing Receiver of the City of Chelsea. Mr. Spence drew upon his many years of public sector management and scholarship. He reflected on the keys to professional and organizational success in local government. Ultimately he observed that intergovernmental conditions now are as uncertain as any time in the past 40 years and that the need for long-range preparation is greater than any other time during this period.

Morning Workshop - "Managing Relations with Boards, Commissions, Councils." Professor Marion

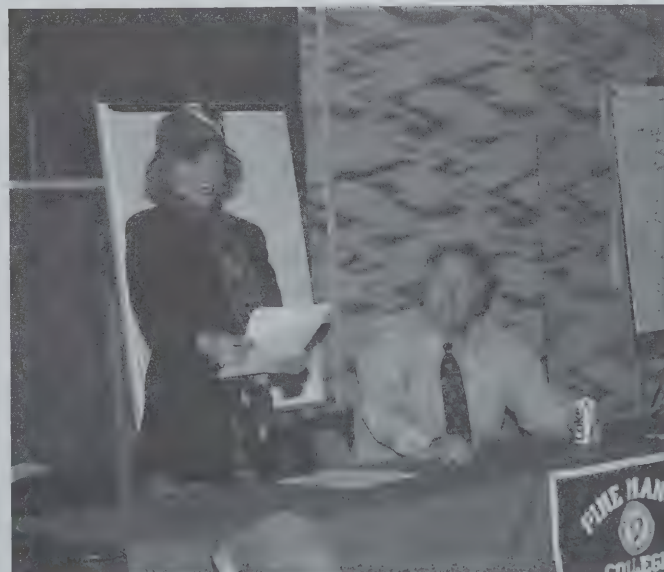
McCollom of the B.U. School of Management led 'an participants along four separate scenarios with situational cases for the group to work through. Role playing was used extensively. The entire group reviewed an assessment model for collaborative problem-solving with Town boards, commissions and councils.

Afternoon Workshop - "Executive Leadership Style" Professor Gerry Leader conducted an exercise evaluating leadership style from "selling" to "telling" to "participating" to "delegating". The group worked with twelve separate leadership problems that provided suggestions for self-examination. Specific areas of potential self-development were discussed.

Strategic Planning - Morning Session. Facilitator Jim Stockard took the participants, divided into five sub-groups of seven persons, through a series of deceptively simple exercises involving the basic elements of strategic planning, such as defining goals, inventorying resources, identifying stakeholders, evaluating outcomes, etc.

Strategic Planning - Afternoon Session. Each of the five sub-groups were given a case study about the City of "Riveredge". The purpose of the exercise was to work out a hypothetical budget preparation scenario in a way that would foster a collaboration among groups. In closing the session the Facilitator brought the entire group back to the opening comments of Harry Spence --- the need for municipal organizations to be clear about goals; flexible on strategy; and alert to the environments within which they operate.

Keynote Speaker, Mr. Robert Kraft, CEO of New England Patriots and President of Rand Whitney Group. Bob Kraft spoke from his perspective as a resident of the Town and as a business leader of national standing. He underscored the need for business and government to work together to reinforce the strengths the region has to offer.



*New England Patriots CEO Robert Kraft being introduced by Chairman of the Selectmen Donna Kalikow*





*Robert Kraft discussing a point with School Superintendent James Walsh and Public Works Commissioner A. Thomas DeMaio.*

Several staff recommendations were made and implemented in the aftermath of the program. First, the Planning Committee has been transformed into a standing Professional Development Committee. Second, steps are now being taken with Boston University, the non-profit Boston Management Consortium, and the business community, to establish on-going training programs for Brookline managers. And, third, tangible steps have been taken to encourage strategic thinking and action through performance budgeting (see below).

Through formal evaluation and informal feedback the overall program was rated very favorably by Department Heads. In addition to positive numerical ratings, written comments included "Outstanding", "Got us thinking", "Thought provoking", "Very impressive", "Inspirational". Overall, this first-time event set a high standard for the implementation of future organizational development efforts.

## PERFORMANCE AND ACCOUNTABILITY

This past year three very important municipal performance ratings were renewed. First, the Town's ISO A-2 classification for fire insurance rating was extended for another ten years, by ISO Commercial Risk Services, Inc. The A-2 classification, the highest given to municipalities in New England, reflects the superior condition of the Town's water distribution system and fire suppression capabilities. Both the Fire and Water/Sewer Departments deserve public acclaim for this result.

Second, the Town was again given an "A" grade by the State Secretary of Environmental Affairs for our Recycling Program. The Town now recycles 35% of its residential waste, substantially above the statewide average, which itself is among the highest in the country. This achievement is testimony to the participatory character of the entire Brookline community and confirms the leadership of the Recycling Committee and our Public Works Department. Recycling is not only environmentally responsible, but it avoids millions of dollars in solid waste disposal costs.

And, third, the Town retained its AAA credit rating from Moody's Investor's Service, one of only nine municipalities in the State to be so rated. As last year's report from Moody's stated:

"Professional management has yielded a well maintained financial position. Improved operations are attributed to cost control and long-term fiscal management policies designed and implemented by a new financial management team.... The planning and long-term focus has instilled discipline, eliminating (the practice of spending prior years' surpluses)".

These ratings are important indicators of performance in key areas of municipal operations. However, intermittent external evaluation, while important, cannot provide regular, organization-wide standards for Town departments.

The call for clearer goals and priorities that helped stimulate the Management Seminar has also contributed to revamping the approach to formulating the annual budget and to the method of conducting performance appraisals with department heads. As noted in the FY97 Budget Message:

"To the casual reader there may appear to be little difference in the appearance of the FY97 Financial plan compared to those of previous years. This document still employs the reader-friendly Program Budget format. Within the traditional format, however, the FY97 Financial Plan places much greater emphasis on program initiatives and performance objectives. Objectives are now starting to be measured against 'performance indicators' not simple workload indicators. Our goal in this Financial Plan is to include at least two measurable objectives/outcome indicators for each Town budget. Though a modest start, the Department Heads have produced tangible measures against which progress can be gauged".

To bridge the principles of strategic planning with the practice of budget preparation, a special session on performance budgeting was held just one month after the Management Seminar. Jim Stockard spent a half day at Town Hall orienting department heads to the twofold technique of effectively expressing objectives and of defining corresponding performance measures. All departmental budgets in the FY97 Financial Plan now present performance indicators, distinct from workload indicators.

The Annual Performance Appraisal system for senior managers has also been changed to reflect the renewed emphasis on organization-wide goals and objectives. Rather than a once a year base touching on individual performance, the Town Administrator will meet twice a year with Department Heads (and Department Heads in turn with Division Heads) first to establish, and then to assess annual performance objectives. The process directly incorporates by reference the departmental objectives itemized in the Annual Financial Plan.

Department Heads have been extraordinarily cooperative in this transition. A Committee has been directly involved in revamping the process: A. Thomas DeMaio,

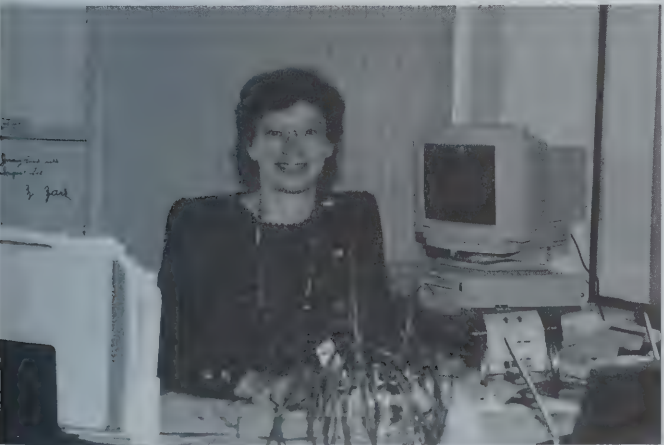


Commissioner of Public Works; Judith Haupin, Comptroller, Gerard J. Hayes, Personnel Director; Police Chief Daniel O'Leary; James C. Flaherty, Town Librarian and Edward Clasby, Chief Procurement Officer. The entire management team has been willing to link their own accountability with organizational performance. They have responded positively to changing the annual evaluation format, purpose, and time cycle. Ultimately, this is an expression of their justifiable confidence in their own professional abilities and commitment to the Town.

**CHANGES IN MANAGEMENT TEAM**

Five very key appointments were made by the Board of Selectmen this past year. Amy Schectman was named the Town's first Economic Development Officer. Dr. Alan Balsam was appointed to the newly retitled position of Director of Health and Human Services. Peter Sellers was appointed as Highway Director. Joseph Lewin has just been hired as the Project Administrator for the High School Renovation, a position created for the sole purpose of coordinating the \$43.8 million project. In addition, both the Board of Selectmen and School Committee appointed as joint Labor Counsel, a single law firm --- Deutsch, Williams, Brooks, DeRensis, Holland, and Drachman, --- in yet another Brookline demonstration of School/Town collaboration, rarely found in other municipalities.

Economic Development Officer - Amy Schectman has been on board for almost a year. (Her appointment was noted in last year's Annual Report, without a photograph, because she started after the printing deadline.) She is now well known throughout Town Government, Commercial Areas, and the development community. With the newly created Economic Development Advisory Board, Ms. Schectman has brought renewed vitality to the town's economic development efforts. She singlehandedly staffed the First Light Night, a community celebration to enhance seasonal spirit and shopping. Ms. Schectman also coordinated the Town's approval of a new 115 unit assisted living development at the Brookline Hospital site and has been the catalyst for the review of other significant projects to emerge in the past year.



*Economic Development Officer Amy Schectman*

Director of Health and Human Services - Dr. Alan Balsam comes to Brookline from the State Department of Public Health where he was Director of Elder Health Programs from 1988-1995. I recommended Alan Balsam to the Board of Selectmen for appointment on November 9, 1995. The screening process was aided immeasurably by a Review Committee of:

- Elizabeth Hirshom, Advisory Council on Public Health
- Joyce Clifford, Executive V.P. Beth Israel Hospital
- David Naparstek, Commissioner of Health, City of Newton
- Jill Herold, Deputy City Manager, Cambridge
- Roberta Gianfortoni, Director for Professional Training, School of Continuing Education, Harvard School of Public Health

He was also interviewed by a panel of representatives from a dozen local community service organizations. Dr. Alan Balsam has worked in the public health field for nearly two decades. He is an adjunct Assistant Professor at the B.U. School of Public Health and has held positions at both Tufts University and at the Geriatric Education Center of the Harvard Medical School. His new role in Brookline will involve setting the agenda and coordinating the actions of all Town human service agencies around public health



*Director of Health and Human Services Alan Balsam*

issues.

Highway Director - Upon the recommendation of DPW Commissioner A. Thomas DeMaio, the Board of Selectmen appointed Mr. Peter Sellers as Highway Director on November 21, 1995. Mr. Sellers has 25 years of experience in administrative and operational positions in municipal maintenance management, with a specific emphasis on Public Works programs. Most recently Mr. Sellers served as Director of Transportation for the Boston Police Department. Previously, he worked as the Superintendent of Highways in Needham and Assistant Superintendent in Wellesley. Rather than a "baptism of fire" Mr. Sellers endured one of snowfall, as he was introduced to DPW storm operations in record setting winter conditions. By all accounts his introduction was impressive.





*Director of Highways Peter Sellers*

Project Administrator, High School Renovation - Mr. Joseph Lewin was recommended by the High School Project Oversight Committee from a field of more than 50 applicants.

Joseph Lewin worked for the City of Boston Public Facilities Department for eleven years. As that agency's Director of Construction and Repair Division, he oversaw \$400 million in building/renovation of more than 300 municipal facilities. Mr. Lewin is a graduate of Northeastern University with graduate degrees from both Northwestern University and the Kennedy School of Government. He himself is a former public high school teacher.

Mr. Lewin will serve as staff to the Project Oversight Committee. He will manage the many contracts the Town will administer for this \$43.8 million renovation. He will coordinate all aspects of the program ranging from design review, to public information, to procurement of furnishings and equipment. We know he is well qualified to handle this, the single largest project in the history of the Town, which is expected to last three years.



*High School Renovation Project Administrator Joseph Lewin*

Labor Counsel - The 1992 Annual Town Meeting voted a Resolution, proposed by the Board of Selectmen, School Committee and Advisory Committee,

to create a Labor Advisory Committee to foster Town/School interaction in collective bargaining. The Labor Advisory Committee reached a new plateau in collaboration when it agreed on a single law firm to handle all legal matters associated with Town labor relations. On January 30, 1996 the Labor Advisory Committee unanimously recommended the appointment of Deutsch, Williams, Brooks, DeRensis Holland and Drachman P.C. as Labor Counsel for both the Board of Selectmen and School Committee.

The change in Labor Counsel was prompted by the announcement by Attorney Al Glazerman of his retirement from the practice of law. Attorney Glazerman had served as labor counsel to the School Committee for 25 years, and in 1993 was designated by the Board of Selectmen to represent the Town's interests in labor matters. Everyone who has worked with Al Glazerman -- School Committee, Town officials, and union leaders alike -- extend their best wishes to him in retirement.

Under the new arrangement for labor counsel, Attorneys Robert Holland will represent the Board of Selectmen and Allan Drachman will represent the School Committee. Both are partners in the firm and have extensive experience in labor law. Mr. Drachman is considered one of the foremost public sector labor attorneys in the region. He has served as labor counsel for numerous public employers and was the founding member of the Labor Relations Department of the City of Boston. Allan Drachman has increasingly concentrated his municipal practice on school negotiations and was recently awarded the prestigious Cushing/Gavin award in recognition of his contribution to the field of labor management relations.

Robert Holland also has extensive experience in all aspects of labor representation. He too was introduced to the practice of municipal labor law more than 20 years ago in the City of Boston Labor Relations Department. He has served as labor counsel to the Cities of Gloucester, Somerville and Taunton, and Towns of Holliston, Nahant, Northbridge, Southbridge, and Wakefield. He has also represented the Receiver for the City of Chelsea, the Boston Housing Authority, Boston Water and Sewer Commission, Massachusetts Water Resources Authority, and Massachusetts Port Authority.

On a separate note, I and the other members of the Administration extend our best wishes to Joel Berkovitz, the former Director of the Rent Control Office, and to Fran Marnell, Highway Director, who retired last year. Both were honored by their colleagues at a reception held in December. Joel will be remembered for his consistently professional demeanor in a politically volatile environment and Fran for his lifelong commitment to Town service. We will miss them both.

## **FISCAL POLICY**

The Town Administration remains committed to the implementation of the Financial Improvement Program adopted by the Board of Selectmen in 1994. This five point program calls for:

- Full Cost Accounting
- Strategic Financial Planning



- Improved CIP Process
- Adherence to Personnel Cost Guidelines
- Adequate Contingency Funding

Important progress has been made in each of these areas during the past year. The Financial Improvement Program is not a static set of rules. It provides a framework for continuous improvement in crucial matters of fiscal policy and operations

Town/School Budget Partnership - Since the passage of Proposition 2 1/2, the allocation of resources between Town and School operating budgets had been based on an increasingly complicated list of "fixed costs". With the encouragement and cooperation of the Board of Selectmen, School Committee and Advisory Committee, the School Superintendent and I signed, on May 16, 1995, a Memorandum of Understanding -- "Town/School Budget Partnership" -- to simplify the budget allocation process, increase communication and enhance long-range planning.

This new Partnership Agreement has already served the Town well in the preparation of the recently completed FY97 Financial Plan. The budget document, which serves as the basis for Selectmen, Advisory Committee and ultimately Town Meeting budget deliberations, incorporates the principles of the agreement. Because it will be utilized for potentially more demanding budgets in upcoming fiscal years, the Memorandum of Understanding is reprinted here virtually in full.

#### MEMORANDUM OF UNDERSTANDING TOWN/SCHOOL BUDGET PARTNERSHIP MAY 16, 1995

"The Town Administrator and Superintendent of Schools jointly recommend to the Board of Selectmen and School Committee the adoption of revised guidelines for allocating budgetary surpluses/deficits for FY97 and beyond. The revisions are the result of many meetings during the past several weeks....

The objective was to devise guidelines that are equitable, understandable and based upon cost allocation to the fullest extent possible. As a result, guidelines for "splitting" future surplus/deficits have been developed which accomplish the following:

- Allocate surplus or deficits 50%/50% between Town and Schools, after deducting fixed costs from available revenues. Any future override funding is separate and distinct from this agreement and shall not affect the amount of funding to be allocated under this agreement.
- Simplify the definition of fixed costs by reducing the number of fixed cost variables to only seven categories: (i) enterprise type operations e.g. water/sewer, refuse; (ii) SPED Tuition, plus one half all other SPED costs; (iii) student enrollments (based on formula); (iv) reserve funds; (v) programs generating new revenue; (vi) debt and interest; and (vii) tax funded capital. Items such as step adjustments, election costs, retirement administration will no longer be characterized as "fixed costs". The above fixed cost items

(i through vii) shall be as customarily defined in Financial Plan and as described on pages I-9 through I-15 of the FY96 Financial Plan.

- Allocate other shared costs in proportion to actual experience each year. Such allocated costs shall include building, general services, information services, general insurance and personnel benefits.
- Require the Schools and Town to be totally responsible for absorbing all respective personnel costs. Collective bargaining agreements, steps, fringe benefits, etc., will be allocated and will no longer be considered fixed costs...

The cumulative effects of the changes on the FY97 budget are minimal. Despite moving from a 2/3 - 1/3 formula to a 50%-50% formula, there will be only a minor shift of resources from school to town budgets.

We believe that a formula based method of carrying out the Town/School Budget Partnership is in the best interests of the entire community. While it is recognized that this formula will need to be revisited at intervals in the case of unanticipated state mandates or extraordinary circumstances, we believe that this agreement provides year to year stability and facilitates long range planning.

We also believe that the Town/School Budget Partnership provides a collaborative planning framework in which the Town Administrator, Superintendent of Schools, and representatives of the Board of Selectmen and School Committee can jointly identify and develop planning agendas. By meeting periodically throughout each year, the above mentioned participants will both review progress toward mutually agreed upon goals and try to anticipate and plan for changes that arise externally, such as Federal and State legislation or demographic changes, technological advances, and economic downturns.

We have many challenges ahead. By working together we believe we can best meet these challenges."

Signed:

Richard J. Kelliher  
Town Administrator

James F. Walsh  
Superintendent of Schools

Quarterly Budget Reports - Strategic financial planning requires regular monitoring of information. As we have strengthened our forecasting and budgeting efforts, the need for reviewing information has become more critical.

In recognition of the need for ongoing financial reporting, Quarterly Budget Reports are now provided to the Board of Selectmen. These reports present year-to-date "actuals" for revenues and expenditures in comparison to budget. For perspective, the data for the same period in each of the prior three years are also provided.

For illustration of format (and also content) the second quarter FY96 Report is reprinted here. Format will undoubtedly evolve over time and comments/suggestions are certainly welcome.

**QUARTERLY FINANCIAL REPORT**  
Second Quarter of FY-96

| Department               | FY-93              |                           | FY-94              |                           | FY-95              |                           | FY-96              |                    |                        |                      | Total<br>Committed<br>12/31/95 | % of Adj.<br>Budget<br>Committed |
|--------------------------|--------------------|---------------------------|--------------------|---------------------------|--------------------|---------------------------|--------------------|--------------------|------------------------|----------------------|--------------------------------|----------------------------------|
|                          | Actual<br>12/31/92 | % of<br>Annual<br>Expend. | Actual<br>12/31/93 | % of<br>Annual<br>Expend. | Actual<br>12/31/94 | % of<br>Annual<br>Expend. | Approved<br>Budget | Adjusted<br>Budget | Encumbered<br>12/31/95 | Expended<br>12/31/95 |                                |                                  |
| General Government:      |                    |                           |                    |                           |                    |                           |                    |                    |                        |                      |                                |                                  |
| Selectmen                | 180,543            | 48%                       | 182,424            | 46%                       | 192,457            | 48%                       | 378,681            | 389,651            | 281                    | 168,773              | 189,054                        | 49%                              |
| Personnel                | 95,829             | 29%                       | 72,855             | 42%                       | 62,444             | 42%                       | 132,944            | 136,378            | 0                      | 67,486               | 67,486                         | 49%                              |
| Finance Department       | 847,508            | 48%                       | 832,475            | 50%                       | 771,587            | 46%                       | 1,834,053          | 1,870,476          | 18,814                 | 797,721              | 816,535                        | 44%                              |
| Legal                    | 152,049            | 46%                       | 197,274            | 54%                       | 178,391            | 41%                       | 399,296            | 411,078            | 359                    | 259,316              | 259,675                        | 63%                              |
| Advisory Committee       | 4,525              | 39%                       | 3,406              | 38%                       | 2,228              | 34%                       | 15,404             | 15,844             | 117                    | 3,343                | 3,460                          | 22%                              |
| Town Clerk               | 149,098            | 49%                       | 119,894            | 43%                       | 168,765            | 51%                       | 327,120            | 366,953            | 3,262                  | 155,171              | 158,433                        | 43%                              |
| Planning                 | 66,550             | 45%                       | 88,702             | 54%                       | 76,177             | 48%                       | 153,893            | 161,115            | 246                    | 91,432               | 91,678                         | 57%                              |
| Economic Development     | 0                  | 0%                        | 0                  | 0%                        | 0                  | 0%                        | 55,000             | 56,200             | 0                      | 20,303               | 20,303                         | 36%                              |
| Preservation Commission  | 14,414             | 44%                       | 14,031             | 46%                       | 12,940             | 52%                       | 28,091             | 29,665             | 0                      | 13,972               | 13,972                         | 47%                              |
| General Services         | 246,681            | 44%                       | 224,706            | 45%                       | 235,896            | 43%                       | 607,116            | 609,169            | 415                    | 244,239              | 244,654                        | 40%                              |
| Total General Government | 1,759,167          | 45%                       | 1,735,767          | 49%                       | 1,700,885          | 45%                       | 3,931,598          | 4,046,329          | 23,495                 | 1,841,757            | 1,865,252                      | 46%                              |
| Public Safety:           |                    |                           |                    |                           |                    |                           |                    |                    |                        |                      |                                |                                  |
| Police                   | 4,070,530          | 52%                       | 4,225,913          | 53%                       | 4,433,403          | 51%                       | 8,533,253          | 8,548,652          | 15,464                 | 4,356,575            | 4,372,039                      | 51%                              |
| Fire                     | 3,963,065          | 52%                       | 3,866,396          | 51%                       | 4,336,452          | 52%                       | 8,364,914          | 8,698,842          | 32,034                 | 4,469,503            | 4,501,537                      | 52%                              |
| Building                 | 458,135            | 46%                       | 1,501,941          | 54%                       | 2,572,292          | 73%                       | 3,817,816          | 3,660,377          | 1,069,398              | 1,505,760            | 2,675,158                      | 73%                              |
| Total Public Safety      | 8,491,730          | 52%                       | 9,654,250          | 52%                       | 11,342,247         | 55%                       | 20,516,083         | 20,907,871         | 1,116,896              | 10,431,838           | 11,548,734                     | 55%                              |
| Public Works:            |                    |                           |                    |                           |                    |                           |                    |                    |                        |                      |                                |                                  |
| Public Works             | 5,619,994          | 56%                       | 5,138,921          | 53%                       | 6,126,946          | 59%                       | 10,638,442         | 10,971,001         | 1,329,233              | 5,275,272            | 6,604,505                      | 60%                              |
| MWRA Charges             | 3,468,479          | 45%                       | 4,038,022          | 50%                       | 4,187,040          | 51%                       | 9,490,000          | 9,380,000          | 0                      | 4,422,560            | 4,422,560                      | 49%                              |
| Transportation           | 18,576             | 50%                       | 18,721             | 49%                       | 21,278             | 50%                       | 46,781             | 47,967             | 0                      | 20,783               | 20,783                         | 43%                              |
| Total Public Works       | 9,107,449          | 51%                       | 9,185,664          | 52%                       | 10,335,264         | 55%                       | 20,085,223         | 20,398,968         | 1,329,233              | 9,718,615            | 11,047,848                     | 54%                              |
| Human Services:          |                    |                           |                    |                           |                    |                           |                    |                    |                        |                      |                                |                                  |
| Health                   | 380,532            | 57%                       | 315,449            | 48%                       | 297,779            | 46%                       | 702,651            | 718,068            | 1,610                  | 311,988              | 313,598                        | 44%                              |
| Veterans' Services       | 95,657             | 53%                       | 80,800             | 48%                       | 69,900             | 41%                       | 159,377            | 161,073            | 132                    | 66,554               | 66,706                         | 41%                              |
| Council on Aging         | 146,243            | 49%                       | 152,612            | 48%                       | 155,428            | 48%                       | 340,602            | 352,956            | 650                    | 163,755              | 164,405                        | 47%                              |
| Human Relations          | 40,050             | 48%                       | 47,477             | 49%                       | 45,623             | 45%                       | 94,243             | 101,815            | 641                    | 49,071               | 49,712                         | 49%                              |
| Rent Control             | 212,847            | 51%                       | 168,843            | 53%                       | 144,167            | 47%                       | 0                  | 0                  | 0                      | 0                    | 0                              | N/A                              |
| Total Human Services     | 875,329            | 53%                       | 765,181            | 49%                       | 712,297            | 46%                       | 1,296,873          | 1,333,912          | 3,053                  | 591,369              | 594,421                        | 45%                              |
| Leisure Service:         |                    |                           |                    |                           |                    |                           |                    |                    |                        |                      |                                |                                  |
| Recreation               | 502,571            | 55%                       | 523,248            | 57%                       | 543,733            | 56%                       | 967,977            | 997,213            | 5,831                  | 602,085              | 607,916                        | 61%                              |
| Library                  | 1,078,155          | 54%                       | 1,063,168          | 51%                       | 1,119,495          | 52%                       | 2,148,278          | 2,199,953          | 35,237                 | 1,123,623            | 1,158,860                      | 53%                              |
| Total Leisure Services   | 1,580,726          | 54%                       | 1,586,416          | 53%                       | 1,663,228          | 53%                       | 3,116,255          | 3,197,166          | 41,068                 | 1,725,708            | 1,766,776                      | 55%                              |
| Schools (1)              | 16,972,434         | 52%                       | 15,472,083         | 46%                       | 16,541,243         | 46%                       | 36,663,733         | 37,248,233         | 2,466,195              | 14,891,155           | 17,357,349                     | 47%                              |

**QUARTERLY FINANCIAL REPORT**  
Second Quarter of FY-96

| Department                    | FY-93              |                           | FY-94              |                           | FY-95              |                           | FY-96              |                    |                        |                      | Total<br>Committed<br>12/31/95 | % of Adj.<br>Budget |
|-------------------------------|--------------------|---------------------------|--------------------|---------------------------|--------------------|---------------------------|--------------------|--------------------|------------------------|----------------------|--------------------------------|---------------------|
|                               | Actual<br>12/31/92 | % of<br>Annual<br>Expend. | Actual<br>12/31/93 | % of<br>Annual<br>Expend. | Actual<br>12/31/94 | % of<br>Annual<br>Expend. | Approved<br>Budget | Adjusted<br>Budget | Encumbered<br>12/31/95 | Expended<br>12/31/95 |                                |                     |
| Debt Service                  | 3,263,617          | 72%                       | 4,810,713          | 78%                       | 4,705,351          | 68%                       | 6,906,576          | 6,906,576          | 0                      | 4,414,557            | 4,414,557                      | 64%                 |
| Retirement Expenses           | 6,740,184          | 94%                       | 6,909,399          | 95%                       | 7,111,898          | 95%                       | 7,604,018          | 7,609,746          | 0                      | 7,195,112            | 7,195,112                      | 95%                 |
| Non-Departmental Expenses:    |                    |                           |                    |                           |                    |                           |                    |                    |                        |                      |                                |                     |
| Group Life Insurance          | 19,274             | 48%                       | 21,468             | 55%                       | 41,658             | 50%                       | 82,000             | 82,000             | 0                      | 26,479               | 26,479                         | 32%                 |
| Group Health Insurance        | 6,019,120          | 75%                       | 6,489,612          | 78%                       | 6,050,670          | 64%                       | 7,400,000          | 7,400,000          | 0                      | 3,627,698            | 3,627,698                      | 49%                 |
| Unemployment Insurance        | 104,399            | 53%                       | 38,470             | 53%                       | 33,799             | 38%                       | 125,000            | 125,000            | 0                      | 75,862               | 75,862                         | 61%                 |
| Workers' Comp. Insurance      | 800,000            | 100%                      | 725,000            | 100%                      | 800,000            | 100%                      | 800,000            | 800,000            | 0                      | 800,000              | 800,000                        | 100%                |
| Pub. Safety Med. Disabilities | 118,598            | 82%                       | 117,315            | 72%                       | 92,645             | 66%                       | 195,000            | 195,000            | 0                      | 97,609               | 97,609                         | 50%                 |
| Medicare Payroll Tax Match    | 126,240            | 46%                       | 131,181            | 44%                       | 144,300            | 43%                       | 350,000            | 350,000            | 0                      | 159,462              | 159,462                        | 46%                 |
| Printing of Warrants          | 3,743              | 15%                       | 2,513              | 10%                       | 2,296              | 11%                       | 27,000             | 27,000             | 0                      | 2,860                | 2,860                          | 11%                 |
| MMA Dues                      | 8,392              | 100%                      | 0                  | 0%                        | 8,602              | 100%                      | 9,000              | 9,000              | 0                      | 9,000                | 9,000                          | 100%                |
| Out-of-State Travel           | 0                  | 0%                        | 1,034              | 56%                       | 1,641              | 59%                       | 3,000              | 3,000              | 0                      | 985                  | 985                            | 33%                 |
| Property Insurance            | 60,568             | 95%                       | 49,946             | 84%                       | 2,094              | 3%                        | 85,000             | 85,000             | 0                      | 2,921                | 2,921                          | 3%                  |
| Contingency                   | 6,665              | 46%                       | 11,180             | 59%                       | 8,152              | 41%                       | 20,000             | 20,000             | 39                     | 6,082                | 6,120                          | 31%                 |
| Annual Audit                  | 37,242             | 95%                       | 46,534             | 80%                       | 24,776             | 71%                       | 83,000             | 82,000             | 0                      | 44,724               | 44,724                         | 52%                 |
| Deficits/Judgments            | 47,365             | 20%                       | 2,694              | 1%                        | 114,261            | 46%                       | 169,483            | 169,483            | 903                    | 40,617               | 41,520                         | 24%                 |
| Total Non-Departmental        | 7,353,546          | 74%                       | 7,637,047          | 75%                       | 7,325,094          | 65%                       | 9,328,483          | 9,347,483          | 941                    | 4,894,299            | 4,895,240                      | 52%                 |
| State & County Assessments    | 2,492,927          | 50%                       | 1,355,868          | 35%                       | 2,650,614          | 50%                       | 5,468,971          | 5,468,971          | 0                      | 2,700,132            | 2,700,132                      | 49%                 |
| Total Expenses                | 58,637,109         | 57%                       | 59,122,388         | 56%                       | 64,088,121         | 56%                       | 114,917,813        | 116,465,255        | 4,980,880              | 58,404,540           | 63,385,420                     | 54%                 |
| Other Expenditures:           |                    |                           |                    |                           |                    |                           |                    |                    |                        |                      |                                |                     |
| Special Appropriations        |                    |                           |                    |                           |                    |                           | 3,336,394          | 3,476,394          |                        |                      |                                |                     |
| Reserve for Abatements        |                    |                           |                    |                           |                    |                           | 2,084,539          | 2,084,539          |                        |                      |                                |                     |
| Personnel Services Reserve    |                    |                           |                    |                           |                    |                           | 1,859,973          | 526,707            |                        |                      |                                |                     |
| Advisory Com. Reserve Fund    |                    |                           |                    |                           |                    |                           | 769,573            | 415,397            |                        |                      |                                |                     |
| Cherry Sheet Offsets          |                    |                           |                    |                           |                    |                           | 977,592            | 977,592            |                        |                      |                                |                     |
| Total Budget                  |                    |                           |                    |                           |                    |                           | 123,946,284        | 123,946,284        |                        |                      |                                |                     |
| Total Revenues                |                    |                           |                    |                           |                    |                           | 123,946,284        | 124,652,530        |                        |                      |                                |                     |
| Surplus/(Deficit)             |                    |                           |                    |                           |                    |                           | 0                  | 706,246            |                        |                      |                                |                     |

**QUARTERLY FINANCIAL HIGHLIGHTS - REVENUES**  
Second Quarter of FY-96

| Source/Department             | FY-93              |                | FY-94              |                | FY-95              |                | FY-96              |                     | Revenues<br>for 6 months<br>12/31/95 | % of<br>Current<br>Estimate |
|-------------------------------|--------------------|----------------|--------------------|----------------|--------------------|----------------|--------------------|---------------------|--------------------------------------|-----------------------------|
|                               | Actual<br>12/31/92 | % of<br>Annual | Actual<br>12/31/93 | % of<br>Annual | Actual<br>12/31/94 | % of<br>Annual | Approved<br>Budget | Current<br>Estimate |                                      |                             |
| Property Taxes                | 31,889,421         | 47.06%         | 34,734,434         | 48.53%         | 36,894,502         | 47.83%         | 80,820,098         | 80,820,098          | 39,466,094                           | 48.83%                      |
| Local Receipts:               |                    |                |                    |                |                    |                |                    |                     |                                      |                             |
| Motor Vehicle Excise          | 1,185,063          | 36.57%         | 874,338            | 24.66%         | 838,567            | 23.27%         | 2,750,000          | 2,850,000           | 666,663                              | 23.36%                      |
| Licenses and Permits          | 487,087            | 84.19%         | 425,720            | 61.83%         | 377,568            | 49.94%         | 726,000            | 739,150             | 486,923                              | 65.74%                      |
| Parking and Court Fines       | 1,158,223          | 43.96%         | 1,498,786          | 61.48%         | 1,457,685          | 48.22%         | 2,915,000          | 2,880,000           | 1,310,798                            | 46.99%                      |
| Building Permits              | 401,960            | 52.86%         | 378,400            | 40.85%         | 470,230            | 66.27%         | 962,200            | 962,200             | 800,746                              | 80.75%                      |
| Rent Control                  | 278,468            | 38.95%         | 126,971            | 25.63%         | 161,068            | 32.63%         | 0                  | 160,000             | 99,399                               | 68.27%                      |
| Recreation                    | 129,347            | 30.67%         | 88,514             | 25.18%         | 415,550            | 21.89%         | 437,700            | 416,500             | 59,343                               | 21.45%                      |
| Interest Income               | 454,630            | 32.82%         | 625,876            | 44.30%         | 766,230            | 62.03%         | 1,049,300          | 1,234,000           | 800,948                              | 64.91%                      |
| Water and Sewer               | 6,363,320          | 44.52%         | 6,888,068          | 52.46%         | 6,284,161          | 48.16%         | 14,331,411         | 14,631,411          | 7,770,875                            | 53.48%                      |
| In Lieu of Taxes              | 132,469            | 8.79%          | 0                  | 0.00%          | 0                  | 0.00%          | 1,023,000          | 1,404,000           | 388,496                              | 25.31%                      |
| Refuse Fees                   | 1,211,388          | 45.45%         | 796,244            | 32.57%         | 1,370,230          | 53.84%         | 2,240,000          | 2,240,000           | 1,163,229                            | 51.92%                      |
| Parking Fees                  | 96,131             | 48.94%         | 108,876            | 52.61%         | 122,871            | 54.82%         | 212,136            | 220,000             | 111,304                              | 50.59%                      |
| Hotel/Motel Excise            | 186,543            | 61.94%         | 137,443            | 61.66%         | 167,286            | 67.05%         | 240,000            | 290,000             | 232,706                              | 83.06%                      |
| Cable TV Franchise Fee        | 0                  | 0.00%          | 179,202            | 84.71%         | 180,216            | 100.00%        | 182,500            | 182,000             | 181,993                              | 100.00%                     |
| COLA Pension Reimbursement    | 13,507             | 12.76%         | 80,370             | 42.17%         | 67,998             | 18.62%         | 163,000            | 133,000             | 80,487                               | 46.46%                      |
| Other Miscellaneous           | 313,587            | 43.99%         | 379,494            | 42.90%         | 390,638            | 36.47%         | 823,194            | 887,775             | 466,248                              | 61.28%                      |
| Total Local Receipts          | 11,412,879         | 41.53%         | 12,089,398         | 44.40%         | 12,706,896         | 44.33%         | 28,374,440         | 29,080,868          | 14,606,236                           | 60.22%                      |
| State Aid:                    |                    |                |                    |                |                    |                |                    |                     |                                      |                             |
| Additional Assistance         | 2,200,724          | 50.00%         | 2,200,724          | 50.00%         | 2,200,724          | 50.00%         | 4,401,448          | 4,401,448           | 2,200,734                            | 50.00%                      |
| Lottery                       | 909,362            | 50.00%         | 909,362            | 50.00%         | 1,094,082          | 60.00%         | 2,261,468          | 2,464,467           | 1,227,234                            | 60.00%                      |
| Chapter 70                    | 466,214            | 50.00%         | 870,032            | 60.00%         | 935,982            | 60.00%         | 2,484,888          | 2,281,988           | 1,140,994                            | 60.00%                      |
| School Construction           | 0                  | 0.00%          | 0                  | 0.00%          | 0                  | 0.00%          | 180,468            | 180,468             | 0                                    | 0.00%                       |
| School Transportation         | 0                  | 0.00%          | 0                  | 0.00%          | 0                  | 0.00%          | 616,287            | 616,287             | 0                                    | 0.00%                       |
| Education Offsets Items       | 864,868            | 69.45%         | 928,120            | 100.00%        | 967,500            | 100.00%        | 977,592            | 977,592             | 877,592                              | 100.00%                     |
| Other                         | 54,278             | 61.68%         | 177,519            | 100.00%        | 116,071            | 71.78%         | 1,062,987          | 1,062,987           | 142,987                              | 100.00%                     |
| Total State Aid               | 4,514,447          | 60.29%         | 5,065,767          | 54.83%         | 6,314,369          | 64.38%         | 11,065,235         | 11,065,235          | 6,888,531                            | 61.46%                      |
| Other Available Funds:        |                    |                |                    |                |                    |                |                    |                     |                                      |                             |
| Free Cash                     | 0                  | 0.00%          | 0                  | 0.00%          | 0                  | 0.00%          | 1,220,000          | 1,220,000           | 1,220,000                            | 100.00%                     |
| Parking Meter Receipts        | 1,360,000          | 100.00%        | 1,360,000          | 100.00%        | 1,300,000          | 100.00%        | 1,300,000          | 1,300,000           | 1,300,000                            | 100.00%                     |
| Cemetery Funds                | 80,000             | 100.00%        | 80,000             | 100.00%        | 80,000             | 100.00%        | 80,000             | 80,000              | 80,000                               | 100.00%                     |
| Overlay Surplus               | 340,000            | 100.00%        | 340,000            | 100.00%        | 0                  | 0.00%          | 0                  | 0                   | 0                                    | 0.00%                       |
| Chapter 90                    | 470,887            | 100.00%        | 470,887            | 100.00%        | 781,442            | 100.00%        | 781,442            | 781,442             | 781,442                              | 100.00%                     |
| State Aid to Libraries        | 41,875             | 100.00%        | 42,496             | 100.00%        | 81,440             | 100.00%        | 41,856             | 41,856              | 41,856                               | 100.00%                     |
| Capital Project Surpluses     | 21,000             | 100.00%        | 21,000             | 100.00%        | 184,000            | 100.00%        | 40,000             | 40,000              | 40,000                               | 100.00%                     |
| Gift Enterprise Reimbursement | 184,876            | 100.00%        | 234,910            | 100.00%        | 234,661            | 100.00%        | 233,514            | 233,514             | 233,514                              | 100.00%                     |
| Total Other Available Funds   | 2,478,318          | 100.00%        | 2,263,073          | 100.00%        | 2,681,643          | 100.00%        | 3,886,511          | 3,886,511           | 3,886,511                            | 100.00%                     |
| TOTAL REVENUES                | 60,075,066         | 47.24%         | 64,202,563         | 48.28%         | 67,368,298         | 48.51%         | 123,946,284        | 124,662,630         | 63,486,372                           | 50.91%                      |



Improved CIP Process - On October 13, 1995 the Board of Selectmen adopted, for the first time, formal Capital Improvement Program Policies. The policies establish eligibility for capital funding; provide guidelines for prioritizing eligible projects; and, perhaps most importantly, define how the CIP is financed.

The CIP financing policies are crucial to the Town's AAA bond rating. They are:

- State and/or federal grant funding shall be pursued and used to finance the capital budget wherever possible.
- Capital projects for enterprise operations shall be financed from enterprise revenues solely.
- Total net direct debt service and net tax-financed CIP shall be maintained at a level between 5% and 6% of net operating revenues with a target amount of 5.5%.
- Net tax-financed capital expenditures shall be maintained at a level between 0.75% and 1.5% of net operating revenues with a target amount of 1.25%. Net direct debt service shall be maintained at a level between 4% and 5% of net operating revenues with a target amount of 4.25%.
- Debt financing shall be reserved for capital projects and expenditures which either cost in excess of \$100,000 or have an anticipated life span of five years or more, or are expected to prolong the useful life of a capital asset by five years or more.

Bond maturities shall not exceed the anticipated useful life of the capital project being financed. Except for major buildings and water and sewer projects, bond maturities shall be limited to no more than ten years.

- Bond maturities shall be maintained so that at least 50% of the outstanding net direct debt (principal) shall mature within 10 years. Total outstanding debt, less SBA or other reimbursements, shall not exceed 1.5% of the total assessed value of property.
- In accordance with the Town's free cash policy, after funding the Town's annual operating reserve fund and any other unforeseen expenses, available free cash shall be used exclusively to supplement the capital budget.

Another important step taken this year was to initiate the CIP process much earlier in the budget cycle. The CIP was presented in December, well in advance of the overall Financial Plan. This allowed for widespread review and comment on the CIP prior to its finalization and enabled us to consider operating budgets while having a CIP already in place. Sequencing the preparation of the Financial Plan in this fashion places the CIP in a more advantageous position than in the past.

The recommended CIP for the period FY1997-FY2002 is in compliance with the Selectmen's CIP financing policies. It calls for an allocation of 5.5% of the Town's net revenues each year. The six year program totals \$68 million. Exclusive of grants and enterprise funded projects, the total is \$42.8 million, with \$12.2 in tax-financed projects and \$30.6 in debt-financed projects. This represents an aggressive CIP program that includes many important projects. While it makes significant progress in addressing the backlog of urgently needed projects, several important projects could not be accommodated within the CIP or as soon as we would have preferred. The Library, Police/Fire Headquarters, Lawrence School and Runkle School were deferred years later than requested. Some of the major projects included within the CIP are:

- New Highway Garage and Maintenance Facility for \$7.6 million, including the cost of environmental remediation;
- Senior Center for \$2.95 million, of which \$1.6 million is from Town Funds;
- Several major school renovations including Baker School for \$3.7 million; Lawrence School for \$1.9 million; Driscoll School for \$1.3 million; Devotion School for \$1.3 million; Pierce School for \$1 million and life/safety improvements throughout the system for \$1.6 million;
- Library renovations totaling \$1.7 million, including nearly \$1.3 million for the Main Library
- Police/Fire headquarters renovations for \$6.6 million;
- Eight parks/open spaces and three conservation sanctuaries for \$2.6 million, of which \$1.7 million is Town funded;
- ADA related improvements, as part of several major renovations and construction projects, totaling well over \$1 million, plus \$200,000 for general ADA improvements;
- Street rehabilitation in the amount of \$8.8 million, combining state, local, and federal funds, plus a \$5 million state grant for the reconstruction of Beacon Street.

**Personnel Cost Guidelines** - As detailed elsewhere in this Annual Report, all Town (except police) and School labor contracts have been settled through FY97, within budget guidelines. While these contracts do not expire until the middle of next year, renewed emphasis will be placed on this area in anticipation of the upcoming round of negotiations.

To this end, newly appointed labor counsel will be requested to conduct, in conjunction with the Personnel Director and Personnel Board, a comprehensive review of all labor agreements and "past practices". Cost guidelines will be developed as part of an overall management agenda to be brought to the bargaining table.

**Adequate Contingency Funding** - In December 1994, the Board of Selectmen adopted very explicit policies regarding use of Free Cash and the establishment of Reserve Funds. These policies are consistent with FPAC recommendations made earlier that year.

The passage of time has underscored how essential it is to set aside adequate reserve funding. At the close of FY95, after an unusually mild winter, our Auditors reported that the Board of Selectmen and Advisory Committee authorized the expenditure of 65% of the \$770,000 reserve account for statutorily defined "extraordinary and unforeseen" items. Clearly, reserves are necessary for essential purposes other than weather conditions.

This year, FY96 with the highest level of snowfall in recorded history, reserve funding has proven to be absolutely vital. As of March 31, 1996 the reserve fund balance is \$373,397, with DPW reporting unfunded snow deficits of \$650,000. It is expected that Federal and State assistance, surpluses from other accounts plus the reserve fund balance, will ultimately cover the costs of winter storm operations.

Without a dedicated reserve fund, budget transfers from other essential services would likely have been required. Adequate reserve funding is a component of the Financial Improvement Program that is crucial for the Town's AAA bonding rating. Maintenance of appropriate reserves and fund balances provides a clear indication to the rating agencies that Brookline is exercising prudent fiscal discipline and restraint. And, as the Winter of 1995-96 demonstrates, reserve funding serves the very tangible purpose of assuring our employees, contractors, and suppliers that they will be

paid in a timely fashion, without threatening important education, health, and safety programs.

## CONCLUSION

Obviously the past year has been marked by the pursuit of broad policies intended to guide the Town for years to come. Long-range planning has been, and will continue to be, central to our efforts.

While we pursued the "big picture," we also tried to pay attention to the little things. For example, we put renewed effort into the employee United Way campaign. Under the campaign Chairmanship of Fire Chief Robert English, the participation in the 1995 campaign increased 25% over the previous year, placing Brookline's effort above the municipal norm in the metropolitan Boston area. Seventy-seven area agencies are funded by the United Way reaching 14,992 Brookline service recipients. Although local government is increasingly constrained in its ability to provide direct resources to community agencies, by turning inward we found another way to help.

The first emergency evacuation drill of Town Hall in memory was held in October, 1995. Fire, natural disaster, or any number of other potential events could easily threaten the occupants of a 35-year-old, seven story building. The evacuation went off without a hitch, but a few shortcomings were identified in the building's alarm system. More drills will be held in the future to improve the overall process.

The maintenance and repair of Town Hall itself has received greater attention. Not only is the custodial staff continuing the trend of improved cleaning started a few years ago, but the Building Department is gradually addressing the appearance of public areas throughout and around the building. Reception areas on each floor are being made more welcoming and plans are underway to upgrade the parking areas, green spaces, and accessways immediately outside the building. The staff of the Selectmen's office personally pitched in by taking a full day to clean out decades of duplicate and/or unnecessary materials, nearly filling a 60 yd. dumpster in the process.

Whether our initiatives are directed at the "big" or the "little" we know that expectations are very high. Our mission is to make every effort to meet those expectations.



# TOWN MODERATOR

Brookline's Town Meeting is today a far gentler forum than it has been during most of the nearly two decades that I have been a participant. Apparently consigned to history are the fractious debates, acrimony and distrust that were a part of the landscape until only a couple of years ago.

I attribute this phenomenon to a number of causes. The demise of rent control eliminated, for better or for worse, a topic of debate that evoked strong passions and undercurrents of bitterness. Secondly, most if not all of the Town Meeting Members who were inclined to personal attacks, empty rhetoric and generally disruptive behavior have been removed from Town Meeting by an apparently enlightened electorate. Thirdly, there appears to be a general consensus about how the town's resources should be allocated, which is after all the fundamental purpose of Town Meeting. And finally, I sense a growing trust by Town Meeting members in the town and School administrations, which is a tribute to the professional competence of our Town's key employees.

To be sure, there remain differences of opinion, sometimes deep differences, manifested in Town Meeting debate. However, with very few exceptions, our debates are conducted with decorum, restraint and mutual respect. This has made my job as Moderator a far easier one than that of my immediate predecessors.

One of the paths that Town Meeting has chosen with increasing frequency, as a means of further deliberating about and clarifying difficult issues, is the appointment of Moderator's committees for this purpose. There are

currently four such committees, dealing with such disparate but important issues as post-rent control housing policy, civil service and its alternatives, police details and cross-border police jurisdiction, and the home office issue. While none of these committees has yet submitted a final report, I expect that the Town will benefit, as it has in the past, from such committees' deliberations. In appointing these committees, I have employed a number of criteria, most importantly the following: making sure that major opposing views are represented; appointing Town officials in appropriate cases; giving all possible consideration to candidates who are strongly recommended by Town Meeting Members and to those who express a strong desire to serve on these committees; and drawing on relevant expertise of non-Town Meeting members wherever possible. The fact that these committees are often dominated by members of the professions, particularly medicine and the law (for which I have been taken to task by responsible colleagues), reflects the demography of the Town rather than any personal predilection. I take this opportunity to thank those citizens who have agreed to serve on these committees, which make an important contribution to our Town Meeting system.

Finally, I extend my thanks to the 24 members whom I have appointed to the Advisory Committee. Under the leadership of chairperson Betsy DeWitt and her vice chairs, Sergio Modigliani and Mark Levy, this committee is performing its daunting and time-consuming role in a manner that should make all of us proud.

# TOWN MEETINGS

## Summary of Actions Taken

### ANNUAL TOWN MEETING MAY 23, 1995

A twenty-six article Annual Town Meeting was held at 7:20 P.M. on Tuesday, May 23, 1995, adjourned to Wednesday, May 24, 1995 and dissolved on Thursday, May 25, 1995 at 10:15 P.M.

#### ARTICLE ONE

Name Babcock/Freeman Street triangle in honor of Veteran Albert Edward Scott (Veterans' Services). A motion of Favorable Action was passed by a Unanimous Vote.

#### ARTICLE TWO

Appointment of Measurers of Wood and Bark (Selectmen). The motion, to establish the number of Measurers of Wood and Bark be two, was passed by a Unanimous Vote.

#### ARTICLE THREE

Annual authorization of compensating balance agreements (Treasurer/Collector). A motion of Favorable Action was passed by a Unanimous Vote.

#### ARTICLE FOUR

Report on close-out of special appropriations (Selectmen). A vote of No Action was passed Unanimously.

#### ARTICLE FIVE

Approval of collective bargaining agreements (Personnel Board). A motion of Favorable Action, on the labor agreement with Local 950, IAFF, was passed by a Counted Vote of 202 In Favor and 3 Opposed.

#### ARTICLE SIX

Annual appropriation article (Selectmen). An FY-96 budget, with total appropriated expenditures of \$114,577,692, was passed by a Unanimous Vote.

#### ARTICLE SEVEN

Transfer responsibility, funds and personnel for all custodial and building maintenance services to the Building Department (Petition of Shepard Spunt, et al). A vote of No Action was passed Unanimously.

#### ARTICLE EIGHT

Appropriate \$200,000 for the rehabilitation of the Baker School Playground (Petition of Rosemary Watson, et al). No action was taken under this article.

#### ARTICLE NINE

Appropriate a sum of money to provide for an annual salary of \$1,000 for School Committee members (Petition of Terry Kwan, et al). No action was taken under this article.

#### ARTICLE TEN

Appropriation of \$50,000 for a re-use study of the Highway Garage site on Kendall Street (Selectmen). A motion of Favorable Action was passed by a Counted Vote of 180 In Favor and 15 Opposed.

#### ARTICLE ELEVEN

Moderator's Committee to evaluate necessary repairs to the Highway Garage and report back to the 1995 Fall Town Meeting (Petition of Dr. Philip Leder, et al). A vote of No Action was passed by a Counted Vote of 180 In Favor and 20 Opposed.

#### ARTICLE TWELVE

Appropriate \$50,000 for a feasibility study for the reconstruction of the Highway Garage and Motor Vehicle Maintenance Facility on Kendall Street (Petition of Dr. Philip Leder, et al). No action was taken under this article.

#### ARTICLE THIRTEEN

Moderator's Committee to determine the feasibility and cost effectiveness of privatizing certain public works services and report back to the 1995 Fall Town Meeting (Petition of Dr. Philip Leder, et al). A vote of No Action was Passed by a Counted Vote of 180 In Favor and 20 Opposed.

#### ARTICLE FOURTEEN

Moderator's Committee to determine the feasibility and cost effectiveness of privatizing vehicle and equipment maintenance services and report back to the 1995 Fall Town Meeting (Petition of Dr. Philip Leder, et al). No action was taken under this article.

#### ARTICLE FIFTEEN

Appropriate a sum of money for a feasibility study for the reconstruction of the Highway Garage and Motor Vehicle Maintenance Facility on Kendall Street (Petition of Albert Gerte, et al). No action was taken under this article.

#### ARTICLE SIXTEEN

Resolution requesting the Board of Selectmen to hold one of its weekly meetings each month at the Highway Garage on Kendall Street (Petition of Linda Dean, et al). No action was taken under this article.

#### ARTICLE SEVENTEEN

Reduce the number of School Committee member from nine to seven (Petition of Linda Dean, et al). No action was taken under this article.

#### ARTICLE EIGHTEEN

Legislation to authorize the appropriation of funds for rental subsidies for certain tenants in the Town of Brookline (Housing Advisory Board). A motion of Favorable Action was passed, as amended, by Counted Vote of 170 In Favor and 25 Opposed.



## **ARTICLE NINETEEN**

Moderator's Committee to study the availability and need for affordable housing and rent subsidies (Petition of Jules Levine, et al). A motion of Favorable Action was passed, as amended, by a Majority Vote.

## **ARTICLE TWENTY**

Legislation to authorize the town to regulate educational uses (Selectmen). A motion of Favorable Action was passed by a Unanimous Vote.

## **ARTICLE TWENTY-ONE**

Amendment to town bylaws to establish an Economic Development Advisory Board (Selectmen). No action was taken under this article.

## **ARTICLE TWENTY-TWO**

Legislation to remove Building Department employees from Civil Service (Building Commissioner). A motion of Favorable Action was Defeated. In addition, a motion to create a Moderator's Committee to study the subject matter Under Article Twenty-Two, was passed by a Counted Vote of 170 In Favor and 7 Opposed.

## **ARTICLE TWENTY-THREE**

Accept Legislation to increase property tax exemptions (Assessors). A motion of Favorable Action, to establish an additional property tax exemption, by accepting Section 4 in Chapter 73 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1988, was passed by a Counted Vote of 180 In Favor and 4 Opposed.

## **ARTICLE TWENTY-FOUR**

Resolution that all revenue surpluses and deficits be allocated 50 percent to the School Department and 50 percent to the other town budgets (Petition of Michael Robbins, et al). A motion of Favorable Action was Defeated by a Counted Vote of 14 In Favor and 185 Opposed.

## **ARTICLE TWENTY-FIVE**

Resolution concerning the proposed balanced budget amendment to the Constitution (Petition of Karen Wenc, et al). A Favorable Resolution was passed by a Counted Vote of 130 In Favor and 25 Opposed.

## **ARTICLE TWENTY-SIX**

Reports of Town Officers and Committees. The report of the Committee on Town Organization and Structure, on ways to improve efficiencies and the delivery of services in the human services departments, was heard.

### **SPECIAL TOWN MEETING MAY 23, 1995**

A two article Special Town Meeting was held at 8:00 P.M. and dissolved at 8:02 P.M. on Tuesday, May 23, 1995.

## **ARTICLE ONE**

Transfers between FY-95 budgets (Selectmen). A vote of No Action was passed Unanimously.

## **ARTICLE TWO**

Approval of unpaid bills of a prior fiscal year (Selectmen). A motion of Favorable Action was passed by a Unanimous Vote.

### **SPECIAL TOWN MEETING SEPTEMBER 28, 1995**

A two article Special Town Meeting was held at 7:10 P.M. and dissolved at 7:50 P.M. on Thursday, September 28, 1995.

## **ARTICLE ONE**

Approval of collective bargaining agreements (Board of Selectmen). A motion of Favorable Action, on the labor agreements between the Town of Brookline and AFSCME (Units A & B); the Staff Association of the Public Library; the School Traffic Supervisors, and the Engineering Associates, was passed by a Unanimous Vote with 1 Abstention.

## **ARTICLE TWO**

Resolutions in support of grant applications (Board of Selectmen). A Favorable Resolution was passed by a Unanimous Vote.

### **SPECIAL TOWN MEETING NOVEMBER 6, 1995**

A twenty-two article Special Town Meeting was held at 7:00 P.M. on Monday, November 6, 1995, adjourned to Wednesday, November 8, 1995 and dissolved on Thursday, November 9, 1995 at 10:35 P.M.

## **ARTICLE ONE**

Collective bargaining (Personnel Board). A vote of No Action was passed Unanimously.

## **ARTICLE TWO**

Budget Amendments and Special Appropriations (Selectmen). FY-96 Budget amendments totaling \$182,000 were passed by a Unanimous Vote; a transfer of \$1,220,000 from free cash for the purpose of reducing the amount to be raised by taxation was passed by a Unanimous Vote; an appropriation and an authorization to borrow, \$43,800,000 for remodeling, reconstructing and making extraordinary repairs to the High School buildings, was passed by a Counted Vote of 210 In Favor and 14 Opposed; a resolution directing the Board of Selectmen not to proceed with the High School Building project unless the project funding is voted a debt exclusion under Proposition 2 1/2, so-called, was passed by a Counted Vote of 215 In Favor and 10 Opposed; an appropriation of \$750,000 for the reconstruction of Soule Playground was passed by a Counted Vote of 160 In Favor and 41 Opposed; an acceptance of the preliminary design of the Main Library and an authorization to apply for state or federal funding was approved by a Counted Vote of 185 In Favor and 5 Opposed; and an appropriation of \$197,000, for the construction of a sand and salt shed, was passed by a Counted Vote of 180 In Favor and 1 Opposed.

### **ARTICLE THREE**

Approval of payment of unpaid bills of prior years (Selectmen). A motion of Favorable Action was passed by a Unanimous Vote.

### **ARTICLE FOUR**

CDBG application (Selectmen). A motion of Favorable Action, to apply for CDBG funds in the amount of \$1,800,000 for FY-97, was passed by a Unanimous Vote.

### **ARTICLE FIVE**

Acceptance of a gift of land and appropriation of CDBG funds for the design of a Senior Citizen Center (Planning Director). A motion of Favorable Action was passed by a Counted Vote of 201 In Favor and 3 Opposed.

### **ARTICLE SIX**

Amendment to Town Bylaws ARTICLE XXXVIII, Rent and Eviction Control - Appointment of a Rent Control Board (Selectmen). A motion of Favorable Action was passed by a Counted Vote of 150 In Favor and 1 Opposed.

### **ARTICLE SEVEN**

Appropriation of funds for a housing assistance program. No action was taken under this article.

### **ARTICLE EIGHT**

Legislation and appropriation of funds for a housing assistance program (Petition of Fred Levitan, et al). A motion to refer the subject matter under Articles Seven and Eight to the Moderator's Committee on Housing for further study and report, was passed by a Majority Vote.

### **ARTICLE NINE**

Amendment to Zoning Bylaw regarding signs (Planning Director). A motion of Favorable Action was Passed by a Unanimous Vote.

### **ARTICLE TEN**

Amendment to Zoning Bylaw regarding home professional offices (Carol Axelrod, et al). A motion of Favorable Action was defeated by a Counted Vote of 107 In Favor and 80 Opposed.

### **ARTICLE ELEVEN**

Amendment to Town Bylaws regulating newspaper vending machines on public ways (Selectmen). No action was taken under this article.

### **ARTICLE TWELVE**

Legislation to extend the law enforcement powers of Brookline, Boston, and Newton Police Officers 500 yards into the corporate limits of said communities (Selectmen). A motion, to refer the subject matter under Article Twelve to a Moderator's Committee for further study and report, was passed by a Counted Vote of 96 In Favor and 89 Opposed.

### **ARTICLE THIRTEEN**

Amendment to Town Bylaws Article XIX, Section 40 - Recycling of Waste Materials (Commissioner of Public Works). A motion of Favorable Action was passed by a Majority Vote.

### **ARTICLE FOURTEEN**

Acceptance of Legislation (Chapter 408 of the Acts of 1994) - Licenses of delinquent taxpayers (Selectmen). A motion of Favorable Action, to accept General Laws Chapter 40, Section 57, was passed by a Unanimous Vote.

### **ARTICLE FIFTEEN**

Acceptance of Legislation - Chapter 481 of the Acts of 1993 - licenses for sale of cordials (Selectmen). A motion, to refer the subject matter under Article 15 to the Board of Selectmen for further study and report, was passed by a Unanimous Vote.

### **ARTICLE SIXTEEN**

Appointment of a Moderator's committee to study costs and benefits of the paid police detail system in the Town of Brookline (Petition of Hugh Mattison, et al). A motion of Favorable Action was passed by a Counted Vote of 160 In Favor and 3 Opposed.

### **ARTICLE SEVENTEEN**

Amendment to Town Bylaw ARTICLE XVIII - to prohibit biking and rollerblading on sidewalks (Petition of Eleanor L. Chayet, et al). A motion to refer the subject matter of Article Seventeen to the Transportation Board for action and report to the 1996 Annual Town Meeting, was passed by a Majority Vote. In addition, a Favorable Resolution, requesting the Transportation Board to address all the relevant public safety issues under this article, was passed by a Majority Vote.

### **ARTICLE EIGHTEEN**

Amendment to Town Bylaw ARTICLE XX to designate Town Meeting as the decision making authority on the leasing of taxicabs (Petition of Larry Grumer, et al). A Favorable Resolution, requesting the Transportation Board to study and report the subject matter under this article, was passed by a Unanimous Vote.

### **ARTICLE NINETEEN**

Amendment to Town Bylaw ARTICLE XX to allow leasing of taxicabs for not more than one (1) week at a time (Petition of Larry Grumer, et al). No action was taken under this article.

### **ARTICLE TWENTY**

Amendment to Town Bylaw ARTICLE XX to allow licensed taxicab drivers to operate for not more than twelve (12) hours in any twenty-four (24) hour period (Petition of Larry Grumer, et al). A Favorable Resolution, requesting the Transportation Board to study the subject matter under this article, was passed by a Unanimous Vote.

### **ARTICLE TWENTY-ONE**

Appropriation of funds to make all buildings, services and meetings handicapped accessible (Petition of James Kinsellagh, et al). A Favorable Resolution was passed by a Majority Vote.

### **ARTICLE TWENTY-TWO**

Reports of town officers and committees (Selectmen). Reports were heard from the Moderator's Committee on Housing and the Selectmen on the status of the Re-Use Study of the Kendall Street Garage and Sewall School.



# 1995 TOWN MEETING MEMBERS ATTENDANCE RECORD

| Precinct | Name                   | Eligible | Attended | Precinct | Name                     | Eligible | Attended |
|----------|------------------------|----------|----------|----------|--------------------------|----------|----------|
| 03       | Abrams, Betsy F.       | 7        | 7        | 08       | Dargo, George            | 7        | 5        |
| 03       | Abrams, Robert T.      | 7        | 7        | 12       | DeFranceschi, Edward     | 7        | 6        |
| 13       | Adelson, David         | 7        | 6        | 05       | DeWitt, Betsy            | 7        | 7        |
| 03       | Alland, Judith C.      | 7        | 6        | 12       | Dean, Linda              | 7        | 7        |
| 12       | Allen, Jeffrey P.      | 7        | 7        | 15       | Delany, Luster T.        | 7        | 7        |
| 16       | Allen, Robert L., Jr.  | 7        | 6        | 03       | Dewart, Mary D.          | 7        | 7        |
| 01       | Alper, Jane Kahn       | 7        | 7        | 03       | Dewart, Murray           | 7        | 7        |
| 06       | Anderson, Catherine    | 7        | 7        | 02       | Doyle, Judith A.         | 7        | 4        |
| 10       | Aronson, Ronald M.     | 7        | 6        | 06       | Dreyfus, Peter           | 3        | 3        |
| 14       | Austin, Constance S.   | 7        | 7        | 05       | Driscoll, Margaret       | 7        | 7        |
| 16       | Axelrod, Carl E.       | 7        | 6        | 15       | Elcock, Walter E.        | 7        | 7        |
| 12       | Axelrod, Carol         | 7        | 7        | 11       | Fabian, Leslie B.        | 7        | 6        |
| 04       | Axelrod, Sarah T.      | 7        | 7        | 04       | Farlow, Frank W.         | 7        | 7        |
| 04       | Bain, John T.          | 7        | 7        | 11       | Feingold, David A.       | 7        | 6        |
| 09       | Bart, Eleanor J.       | 7        | 7        | 07       | Feinman, Marvin A.       | 7        | 7        |
| 09       | Bart, Walter J.        | 7        | 7        | 13       | Fine, Jonathan S.        | 7        | 7        |
| 15       | Basile, Robert W.      | 7        | 7        | 16       | Firestone, Mary          | 7        | 7        |
| 06       | Bassett, John          | 7        | 7        | 13       | Fitzgibbons, Janet B.    | 7        | 6        |
| 08       | Batchelor, Clara       | 7        | 7        | 02       | Flowers, Arlene          | 7        | 7        |
| 06       | Bell, Dorothy C.       | 7        | 7        | 15       | Fortier, Albert M., Jr.  | 7        | 7        |
| 13       | Benka, Richard W.      | 7        | 7        | 14       | Fosburg, Linda           | 7        | 3        |
| 16       | Berger, Michael        | 7        | 6        | 01       | Fried, Joan J.           | 7        | 6        |
| 07       | Berkovitz, Tobe        | 7        | 7        | 10       | Frischling, David A.     | 7        | 7        |
| 06       | Berkowitz, Vida K.     | 7        | 7        | AL       | Gadsby, Sandy            | 7        | 7        |
| 09       | Birnbaum, Benjamin     | 7        | 6        | 06       | Geller, Dennis P.        | 7        | 6        |
| 02       | Blondiet, Joanne M.    | 7        | 1        | AL       | Geller, Joseph           | 7        | 6        |
| 13       | Blotner, Phyllis S.    | 7        | 7        | 15       | Geller, Marvin N.        | 7        | 6        |
| 13       | Bohrs, Harry K.        | 7        | 7        | 16       | Gerte, Albert            | 7        | 7        |
| 11       | Bookston, John         | 7        | 7        | 06       | Gittelman, Susan L.      | 7        | 7        |
| 06       | Boyce, Suzanne E.      | 7        | 6        | 16       | Gold, Richard A.         | 7        | 4        |
| 13       | Brooks, Deborah G.     | 7        | 7        | 08       | Golden, Jack             | 7        | 4        |
| AL       | Businger, John A.      | 7        | 7        | 08       | Golden, Joyce DesRoches  | 7        | 4        |
| 11       | Carey, Joseph P.       | 7        | 7        | 04       | Golden, Ruth U.          | 7        | 7        |
| 13       | Carona, Stephanie G.   | 7        | 6        | 07       | Goldin, Stevan B.        | 7        | 6        |
| 03       | Casey, Arthur          | 7        | 6        | 10       | Goldman, Milton          | 7        | 7        |
| 10       | Cass, Marcy C.         | 7        | 5        | 03       | Goldman, Ronald F.       | 7        | 6        |
| 16       | Catz, Judith           | 7        | 5        | 08       | Goldstein, David-Marc    | 7        | 7        |
| 01       | Cavell, Cathleen C.    | 7        | 7        | 02       | Goodman, Rachel          | 7        | 6        |
| 13       | Cetlin, Dana A.        | 7        | 5        | 01       | Goodwin, Joan W.         | 7        | 7        |
| 15       | Chamberlain, Miceal G. | 7        | 7        | 12       | Greer, Edward            | 7        | 6        |
| 03       | Chase, Muriel P.       | 7        | 7        | 07       | Grubinger, Eva M.        | 7        | 4        |
| 10       | Childs, Maurice R. Jr. | 7        | 6        | 16       | Grumer, Lawrence C.      | 3        | 3        |
| 10       | Chipman, Abram         | 7        | 7        | 01       | Hall, Ferris M.          | 7        | 7        |
| 09       | Chuck, Bill            | 7        | 6        | 14       | Hall, John L.            | 7        | 4        |
| 03       | Churchill, Geraldine   | 7        | 7        | 15       | Hall, John M.            | 7        | 0        |
| 02       | Conant, Margaret H.    | 7        | 6        | 15       | Harding, L. Branch, IV   | 7        | 7        |
| 02       | Connors, Patricia A.   | 7        | 7        | 04       | Harrington, Kevin        | 7        | 7        |
| 10       | Cooke-Childs, Lee      | 7        | 6        | 07       | Harris, Joanne           | 7        | 6        |
| 04       | Cooper, Ingrid E.      | 7        | 6        | 05       | Harris, Mary J.          | 7        | 7        |
| 10       | Cooper, Marc L.        | 7        | 7        | 14       | Heffernan, Dorothy M.    | 7        | 7        |
| 05       | Corbett, James Joseph  | 7        | 5        | 08       | Heller, Nancy S.         | 7        | 7        |
| 14       | Cox, Julia D.          | 7        | 7        | 02       | Hendricks, Elizabeth F.  | 7        | 6        |
| 02       | Crohn, Shelley B.      | 7        | 7        | 05       | Hennessey, James A., Jr. | 7        | 7        |
| 02       | Daisy, Stephen R.      | 7        | 6        | AL       | Hennessey, Thomas P.     | 7        | 7        |

# 1995 TOWN MEETING MEMBERS ATTENDANCE RECORD

| Precinct | Name                      | Eligible | Attended | Precinct | Name                     | Eligible | Attended |
|----------|---------------------------|----------|----------|----------|--------------------------|----------|----------|
| 05       | Hertzmark, Joan           | 7        | 7        | 14       | McDonald, Peter M.       | 7        | 7        |
| 04       | Heywood, Sarah A.         | 7        | 6        | 14       | Merrill, Chou Chou       | 7        | 7        |
| 11       | Hinds, Isabella           | 7        | 7        | AL       | Merrill, Michael W.      | 7        | 7        |
| 06       | Homer, Charles J.         | 7        | 6        | 12       | Meyers, Judy             | 7        | 7        |
| 11       | Homer, Joanne P.          | 7        | 7        | 03       | Miller, Renee            | 7        | 6        |
| 07       | Horlick, Lawrence A.      | 7        | 4        | 14       | Mittell, Shaari S.       | 7        | 7        |
| 05       | Houlihan, Mary Jane       | 7        | 4        | 13       | Modigliani, Sergio       | 7        | 7        |
| 12       | Hoy, Gilbert R., Jr.      | 7        | 7        | 09       | Moore, Bruce             | 7        | 7        |
| 03       | Hrbek, Andrea             | 3        | 3        | 05       | Moroney, Matthew F.      | 7        | 7        |
| 06       | Humphrey, George          | 7        | 7        | 01       | Morse, Stephen R.        | 7        | 4        |
| 15       | Hunter, Mary R.           | 7        | 7        | 04       | Mulhane, John T.         | 7        | 7        |
| 08       | Jacobson, Kenneth D.      | 7        | 7        | 10       | Novakoff, Louis I.       | 3        | 0        |
| 05       | Jennings, Michael J.      | 7        | 7        | 06       | O'Donnell, Kerry         | 7        | 7        |
| 09       | Jozwicki, Barr A.         | 7        | 6        | 05       | O'Leary, Phyllis R.      | 7        | 6        |
| 09       | Jozwicki, Joyce           | 7        | 7        | 05       | Olins, Andrew M.         | 7        | 6        |
| 11       | Kahan, David              | 7        | 7        | 09       | Oliphint, Bonnie J.      | 7        | 7        |
| AL       | Kalikow, Donna R.         | 7        | 7        | 09       | Oppenheim, Jerrold       | 7        | 0        |
| 01       | Kanter, Lois Hilfiker     | 7        | 4        | 12       | Osborn, William C.       | 7        | 6        |
| 07       | Katz, Estelle             | 7        | 7        | 08       | Pearlman, Edith G.       | 7        | 5        |
| 07       | Katz, Paul M.             | 7        | 7        | 12       | Perona, Barbara Piez     | 7        | 5        |
| 07       | Katz, Pauline Ponnie      | 7        | 7        | 12       | Pofcher, Karen G.        | 7        | 7        |
| 13       | Kibrick, Anne K.          | 7        | 7        | 09       | Pollack, Joan E.         | 7        | 5        |
| 14       | Kirrane, Ann C.           | 7        | 7        | 09       | Rabinovitz, Stanley N.   | 7        | 7        |
| 07       | Kleiler, David A.         | 7        | 5        | 08       | Radlo, Shirley           | 7        | 7        |
| 16       | Koocher, Gerald P.        | 7        | 3        | 15       | Randolph, Barbara Gold   | 7        | 6        |
| 09       | Kupelnick, Allan          | 7        | 3        | 08       | Reinstein, John          | 7        | 3        |
| 16       | Kurnos, Kenneth V.        | 7        | 6        | 10       | Rhoda, Randy             | 7        | 7        |
| 16       | L'Italien, Paul J.        | 7        | 6        | 15       | Richardson, Margaret S.  | 7        | 3        |
| 04       | Lacker, Stephen J.        | 7        | 7        | 02       | Richmond, Edward L.      | 7        | 5        |
| 09       | Lang, Kevin E.            | 7        | 5        | 14       | Riley, John W.           | 7        | 7        |
| 11       | Langerman, Tania R.       | 7        | 6        | 14       | Riley, William J.        | 7        | 7        |
| 13       | Lannik, Susana            | 7        | 7        | 01       | Robbins, Michael         | 7        | 7        |
| 06       | LaPlante, Virginia W.     | 7        | 7        | 02       | Robinson, Dann           | 7        | 7        |
| 01       | Lebow, Frederick          | 7        | 7        | 04       | Robinson, Joseph E.      | 7        | 7        |
| 15       | Leder, Philip             | 7        | 7        | 04       | Robinson, Thomas C.      | 7        | 7        |
| 16       | Leichtner, Judith         | 7        | 7        | 08       | Roll, Evelyn Ayash       | 7        | 4        |
| 14       | Levine, Julius B.         | 7        | 7        | 10       | Ronen, Naomi             | 7        | 7        |
| 10       | Levy, Mark E.             | 7        | 7        | 10       | Rosenbaum, Bernice       | 7        | 7        |
| 12       | Libbey, Patricia C.       | 7        | 3        | 09       | Rosenthal, Martin R.     | 7        | 7        |
| 12       | VonLichtenberg, Sandra M. | 7        | 7        | 15       | Rudman, Deborah D.       | 7        | 6        |
| 04       | Linn, Susan E.            | 7        | 3        | 15       | Russell, Louise Harding  | 7        | 4        |
| 05       | Lipsitz, Louise P.        | 7        | 7        | 07       | Sable, Sloan K.          | 7        | 7        |
| 02       | Liss, Lisa                | 3        | 1        | 15       | Sadeghi-Nejad, Ab        | 7        | 7        |
| 14       | Lodish, Pamela            | 7        | 6        | 16       | Sallet, Lauren           | 7        | 7        |
| 03       | Login, Gary               | 7        | 7        | 06       | Schectman, Amy N.        | 4        | 4        |
| 13       | Lohe, Werner A., Jr.      | 7        | 7        | 01       | Schemmer, John A.        | 7        | 7        |
| 05       | Lojek, Patricia J.        | 7        | 7        | 12       | Schlesinger, James W.    | 7        | 7        |
| 03       | Madden, Nancy             | 7        | 7        | 12       | Schlesinger, Laura B.    | 7        | 7        |
| 02       | Malcolm, Joyce Lee        | 3        | 3        | 13       | Schnoor, William J., Jr. | 7        | 7        |
| 11       | Malick, Deborah A.        | 7        | 4        | 08       | Scotto, Barbara C.       | 7        | 4        |
| 01       | Margolis, Jonathan J.     | 7        | 5        | 11       | Segan, Richard           | 7        | 5        |
| 05       | Mattison, Arlene B.       | 7        | 7        | 13       | Senecal, Barbara M.      | 7        | 7        |
| 05       | Mattison, Hugh            | 7        | 7        | 07       | Shea, Virginia M.        | 7        | 0        |
| 06       | McCain, Robert J.         | 7        | 4        | 01       | Sher, Michael S.         | 7        | 5        |



# 1995 TOWN MEETING MEMBERS ATTENDANCE RECORD

| Precinct | Name                  | Eligible | Attended | Precinct | Name                | Eligible | Attended |
|----------|-----------------------|----------|----------|----------|---------------------|----------|----------|
| 08       | Sherman, Barbara F.   | 7        | 7        | 04       | Trietsch, David M.  | 7        | 7        |
| 11       | Shield, Joel D.       | 7        | 5        | 13       | VanScoyoc, John R.  | 7        | 7        |
| 11       | Sidd, Shirley         | 7        | 7        | 07       | Vohs, Janet R.      | 7        | 4        |
| 09       | Smizik, Frank Israel  | 7        | 6        | 01       | Volpe, Sara         | 7        | 7        |
| 08       | Soyer, Brenda J.      | 7        | 7        | 14       | Walsh, Gerard       | 7        | 6        |
| 02       | Spiegel, Diana Lees   | 7        | 7        | 03       | Walters, Laura      | 7        | 7        |
| 08       | Spiegel, Samuel       | 7        | 7        | 02       | Ward, Dorothy M.    | 7        | 7        |
| 02       | Spiegel, Stanley L.   | 7        | 7        | AL       | Ward, Patrick J.    | 7        | 7        |
| 14       | Spunt, Shepard A.     | 7        | 7        | 16       | Watson, Rosemary E. | 7        | 6        |
| 11       | Stringham, Jean G.    | 7        | 7        | 11       | Wax, Robert M.      | 7        | 6        |
| 04       | Suisman, Marjorie     | 7        | 7        | 03       | Weinberg, Ann       | 4        | 4        |
| 06       | Sullivan, Timothy C.  | 7        | 7        | 10       | Weinberg, Sidney    | 7        | 6        |
| 03       | Svirsky, Alex A.      | 7        | 6        | 12       | Weitzman, Donald C. | 7        | 7        |
| 16       | Swartz, Max           | 7        | 5        | 07       | Wenc, Karen         | 7        | 6        |
| 10       | Sydney, Jacob T.      | 7        | 7        | 01       | Williams, Susan H.  | 7        | 7        |
| AL       | Sydney, Ronny M.      | 7        | 7        | 06       | Wolfe, A. Christina | 7        | 7        |
| 11       | Tolkoff, Josh         | 7        | 6        | 07       | Ziskend, Seymour A. | 7        | 7        |
| 01       | Trachtenberg, Myra R. | 7        | 7        |          |                     |          |          |

# GENERAL GOVERNMENT

## Town Clerk

On Tuesday, May 2, 1995 the Annual Town Election was held. Polling places were open from 7:00 A.M. to 8:00 P.M. A total of 8,101 voters, or 26 percent of the eligible registered voters in the town participated in this election.

Town Meeting Members convened for the Annual Town Meeting at Brookline High School's Roberts-Dubbs Auditorium at 7:20 P.M., on Tuesday, May 23, 1995. The meeting was adjourned to Wednesday, May 24, 1995 and dissolved on Thursday, May 26, 1995 at 10:15 P.M. in order to complete the business of the 22-article warrant. Significant actions taken at the Annual Town Meeting were the appropriation of the FY-96 budget, with total appropriations of \$111,460,250 for the town, including an appropriation of funds and amendments to the Salary Grade Plan, for the labor agreement between the Town of Brookline and Local 950, IAFF; a re-use study for the Kendall Street Garage and Sewall School; authorization to the Board of Selectmen to file legislation to allow the town to grant rental subsidies to income eligible households; the establishment of a Moderator's Committee and direction to the Planning Department to study and report on lasting solutions that would provide affordable housing to residents in the town; authorization to the Board of Selectmen to file legislation to regulate the use of certain land in residential districts; the establishment of a Moderator's Committee to study and report on alternatives to the Civil Service System; and a resolution opposing the balanced budget amendment.

Town Clerk Patrick J. Ward read the roll of Town Meeting Members who had died since the last Annual Meeting:

### Honor Roll

Phillip Cowin  
Margaret P. Hurley

On Tuesday, May 23, 1995, a two-article Special Town Meeting was convened at 8:00 P.M. and dissolved at 8:02 P.M. in order to conduct the business of the warrant. Passed at this meeting was the authorization to pay \$7,960.85 for unpaid bills for a prior fiscal year.

On Tuesday, September 10, 1995, a Special State Primary was held in Precinct 16 to fill the vacancy in the 10th Suffolk Representative District resulting from the resignation of Representative Vincent G. Mannering (D-Boston). Polling places were open from 7:00 A.M. to 8:00 P.M. A total of 428 voters, or 21 percent of the eligible registered voters in Precinct 16, participated in the Democratic, Libertarian and Republican primaries.

On Thursday, September 28, 1995, a two-article Special Town Meeting was convened at 7:10 P.M. and dissolved at 7:50 P.M. in order to conduct the business of the warrant. Passed at this meeting was an appropriation of funds and amendments to the Salary Grade Plan, to meet the labor agreements between the Town

of Brookline and the following unions: Local 1358, AFSCME; the Staff Association of the Public Library; the School Traffic Supervisors; and the Engineering Division Associates.

On Monday, November 6, 1995, a 22-article Special Town Meeting was convened at 7:00 P.M., adjourned to Wednesday, November 8, 1995 and dissolved on Thursday, November 9, 1995 at 10:35 P.M., in order to conduct the business of the warrant. Significant actions taken at this meeting were the appropriation of \$43.8 million for the reconstruction of the High School Buildings, subject to a debt exclusion vote by the town; the appropriation of \$750,000 for the reconstruction of Soule Playground; the acceptance of a gift of land and the authorization of funds for a Senior Center; an amendment to the Rent and Eviction Control Bylaw reducing the number of its board members; an amendment to the zoning bylaws allowing for rotating barber poles; an amendment to the town bylaws creating a new penalty provision for the unauthorized removal of recycling materials; and the establishment of a Moderator's Committee to study the police detail system in the town.

On Tuesday, November 7, 1995, a Special State Election was held in Precinct 16 to fill the vacancy in the 10th Suffolk Representative District resulting from the resignation of Representative Vincent G. Mannering (D-Boston). Polling places were open from 7:00 A.M. to 8:00 P.M. A total of 202 voters, or 9.8 percent of the eligible registered voters in Precinct 16, participated in this election.

On Tuesday, December 12, 1995 a Special Town Election was held for the purpose of the inhabitants of the town, who were qualified to vote, to cast their votes for the following question:

*"Shall the Town of Brookline be allowed to exempt from the provisions of proposition two and one half, so-called, the amounts required to pay for the bond issued (in a principal amount not to exceed \$43,800,000) in order to remodel, reconstruct or make extraordinary repairs to and for the construction of additions to the HIGH SCHOOL BUILDINGS?"*

YES \_\_\_\_\_  
NO \_\_\_\_\_

The polls were open from 7:00 A.M. to 8:00 P.M. A total of 7,721 voters, or 26.2 percent of the eligible registered voters in the town participated in this election. The question was affirmatively passed by a vote of 4,648 voting YES and 3,038 voting NO.

The Town Clerk's office recorded 514 births in the Town of Brookline pending final results from the City of Boston. Of that total one was a home birth. The office recorded 502 deaths in the town for 1995 pending final results from the City of Boston. There were 449 marriage intentions filed and 438 marriage licenses recorded pending final results.



1995 revenues for the Town Clerk's office were \$99,392.09. These revenues represented an increase of \$2,236.34 or 2.3 percent over 1994 revenues. They are as follows:

**Revenues**

|                            |           |
|----------------------------|-----------|
| Conservation Licenses..... | \$ 456.60 |
| Gasoline Permits.....      | 3,400.00  |
| Marriage Licenses.....     | 11,125.00 |
| Dog Licenses.....          | 15,010.00 |
| Board of Appeals.....      | 8,700.00  |

|                              |           |
|------------------------------|-----------|
| Commercial Code Filings..... | 11,004.00 |
| Certified Copies.....        | 26,412.00 |
| Business Certificates.....   | 10,220.00 |
| Fines.....                   | 3,779.00  |
| Miscellaneous.....           | 9,285.49  |

**Conservation Licenses**

|                                    |             |
|------------------------------------|-------------|
| Fish & Game Licenses Issued.....   | \$16,203.70 |
| Fees Paid to the Commonwealth..... | 15,747.10   |
| Fees Paid to the Treasurer.....    | 456.60      |

**Registrars of Voters**

The year 1995, although considered an "off year" electorally, was very busy. The Board of Registrars of Voters, by implementing the Annual Town Election, the Special State Primary, the Special State Election and the Special Town Election, processed 1,623 affidavits of registration. Of these affidavits 1,072, or 67 percent were received by mail. The census population was 52,416, of which 29,439 were registered voters.

**Political Parties & Designations**

|                  |        |
|------------------|--------|
| Democrat.....    | 12,985 |
| Libertarian..... | 11     |
| Republican.....  | 2,692  |
| Socialist.....   | 1      |
| Unenrolled.....  | 13,750 |

**Board of Appeals**

In 1995 the Board of Appeals received applications and held hearings for 59 cases. Forty-two of these cases received decisions, six cases were withdrawn and

11 are pending decisions. The revenues generated by the Board of Appeals were \$8,700.

**Town Counsel**

The Office of Town Counsel is staffed with three attorneys, two full-time paralegals and one part-time paralegal. In a very diverse general practice, the office provides legal services to all of the town's elected and appointed officials and its various departments, boards and commissions in areas such as administrative law, tort law, ethics, contract law, licensing, code enforcement, domestic relations, municipal finance, education, legislation, law enforcement, land use, and health and environmental issues. With the exception of collective bargaining, the office handles all aspects of employment law including workers' compensation, civil service, retirement, employee hiring and discipline and employment discrimination cases. The professional staff handles all litigation, in the state and federal courts, and represents the town in matters before administrative agencies, both state and federal. Through its statutory role in convening the Medical Panel, the office continues to review and process claims for treatment and medication submitted by disabled retirees. This year the office assisted in the phase-out of the rent control department.

The Town of Brookline does not purchase liability insurance for its motor vehicles, buildings, public ways and other properties, and, therefore, the office defends all claims and lawsuits brought against the town for personal injuries and property damage. The office regularly negotiates advantageous litigation settlements. Town Counsel has, and continues to successfully represent the town in both jury and bench trials in the Massachusetts and Federal Court systems.

In addition, the office actively litigates matters involving appellate tax board cases, appeals from decisions of the Board of Appeals in zoning matters, special education disputes, civil service appeals and reviews, denials of gun permits, discrimination claims and a great many personal injury, property damage and workers' compensation actions.

Town Counsel commenced tax foreclosure proceedings in the Land Court on numerous tax-delinquent properties and recovered over \$500,000 in delinquent taxes during the last calendar year. The office filed claims and collected funds from third parties who caused injury to town employees while the employees were working for the town. Town Counsel's investigator, Detective Arthur Harrington, retired this year. His assistance, dedication, hard work and good humor will be greatly missed. William McMahon was welcomed aboard as the new police investigator for the office. Detective McMahon has, during his short tenure in office, pursued claims for damage to town property and, by doing so, has recovered \$27,739 for the town. Town Counsel also collected substantial sums of money on outstanding judgments and third-party claims.

In addition to the usual litigation workload, the office reviewed and/or drafted hundreds of contracts, notices, proposals, letters, policy and procedure amendments and other documents. The office also processed citizen complaints, witness and record subpoenas, public record requests and a number of custody and residency issues involving public school students. In addition to

rendering formal written, legal opinions on a variety of matters, the office provided informal legal opinions and support on a walk-in or call-in basis. The paralegals, who are all notaries public, provided notary services to the public on a daily basis. Town Counsel assisted citizens and those associated with Town Meeting in the preparation of articles, warrants, reports and votes. Town Counsel attended each session of Town Meeting and all Board of Selectmen meetings and, on an as-

needed basis, the meetings of other boards and commissions, to answer questions and properly resolve all legal issues.

The lawyers and staff will continue to provide legal services dedicated to fostering and protecting the best interests of the Town of Brookline.

Town Counsel and his staff thank the citizens of Brookline for their support and for the opportunity to represent the town.

## Personnel

The terms of James Cockfield and Frances Shedd-Fisher expired on August 31, 1995. Both individuals were fortunately able to accept reappointment to new three-year terms expiring August 31, 1998. The town is fortunate to retain the services of both of these dedicated citizens. Mr. Cockfield will continue as Chairman of the Board.

Group health insurance remained the major personnel issue facing the town in 1995. In March, the Health Care Committee, consisting of town and union representatives, reached consensus, after more than two years of hard work, on a new expanded managed care group health plan for employees and retirees. Following evaluation of several proposals, Blue Cross/Blue Shield was selected as the successful vendor for the expanded managed care program to complement the Harvard Community Health Plan program already in place. The new plans selected were Blue Choice, with an out of network option, and HMO Blue. All other existing plans, except those for retirees over the age of 65, were scheduled to be discontinued. Medicare eligible employees will retain Medicare and medigap coverage equivalent to that offered in the past. Special arrangements were developed to provide for out of state retirees ineligible for Medicare, and employees who reside outside the HMO service areas, under a plan designed to match the Blue Choice in-network benefit. The new group health plan is expected to reduce costs immediately and to increase potential control by the employee/management group health committee over future costs. It is a very significant accomplishment that all members of the committee can justifiably take pride in.

The Board of Selectmen approved the recommendation of the Committee in April. Health Care Committee consensus on a new plan and Board of Selectmen

approval were, unfortunately, not sufficient to implement the new plan immediately. The changes, by Massachusetts law, had to be negotiated with each employee union. This proved to be a difficult task. Negotiations began in April and extended into October. Agreement was eventually reached with all town and school collective bargaining units except the Police Association.

Local 950, IAFF was the first to settle. The new contract, reached in May before the expiration of the old contract, provided for adoption of the new health plans, a 3 percent wage increase in FY-96 and a split 2/1 percent increase in FY-97, a new 24-hour on duty work schedule, additional emergency medical technicians, and additional vacation time that will terminate after two vacation years if the unit sick leave average is not reduced by 48 hours per year. The contract was funded by the 1995 Annual Town Meeting.

All unions with which the Personnel Board negotiates, except for the police union, agreed to successor contracts by late August. These contracts all provided for adoption of the new health plans and the same general wage increase provided to the firefighters. These contracts were funded by the September Special Town Meeting. The wage increases provided over the two year contracts were higher than originally anticipated, and represented a sharing of the expected savings to be produced by the new health plan. The various School Department collective bargaining units all agreed to adoption of the new health plans by October, leaving only the police unit in the old plans. It is expected that the police contract will be resolved early in CY-96 after mediation and arbitration by the Joint Labor Management Committee for Police and Fire.



# PUBLIC SAFETY

## Police Department

On April 1, 1995, Daniel C. O'Leary assumed the duties of Chief of Police of the Brookline Police Department. The Chief expanded the community policing efforts of the department by introducing: a Citizen's Police Academy for the purpose of promoting community awareness of the work performed by police; a bicycle patrol that concentrates on commercial areas and that is staffed by specially trained Community Service Officers; a Neighborhood Complaint Program that tracks problems affecting the quality of life in our neighborhoods; a domestic-violence program that provides cellular phones to victims so that they can immediately communicate with the department if they are threatened or in danger; and a community policing enforcement program to provide a safe environment for the elderly in the Coolidge Corner section of Brookline.



1995 Citizen's Police Academy Graduation Ceremony

Using funds received from a federal grant the department expanded the table of organization from 104 to 108 patrol officers. These four new officers are assigned to community policing programs. Members of the department have accepted community policing as a positive and productive method of serving the needs of the public. The department looks forward to enhancing its activities in this area.

Brookline's crime rate continued to decrease. In 1995 Brookline's Part I crime rate decreased 11 percent. Since 1990 the crime rate has decreased 44.18 percent. Much of the credit for the low crime rate can be attributed to the outstanding efforts of the patrol force, the superb follow-up investigations by the Detective Division, and the positive relationship that exists between the Brookline Police Department and the citizens of Brookline.

In 1992 the town recorded 120 robberies; in 1995 there were 42 robberies, a decrease of 78 from the previous year. Last year there were 191 cases of breaking and entering; the third year in a row with a significantly lower rate than the 466 cases reported in 1992. Other 1995 public safety totals and their comparison with 1992, 1993 and 1994 are as follows:

| Crime/ Event        | 1992 | 1993 | 1994 | 1995 |
|---------------------|------|------|------|------|
| Assaults            | 234  | 201  | 228  | 238  |
| Rape/Attempted Rape | 7    | 8    | 8    | 4    |
| Robbery             | 120  | 74   | 58   | 42   |
| Breaking & Entering | 466  | 384  | 371  | 191  |

|                                       |       |       |       |       |
|---------------------------------------|-------|-------|-------|-------|
| Motor Vehicle Theft                   | 353   | 355   | 315   | 268   |
| Suicides/Attempts                     | 16    | 18    | 15    | 28    |
| Medical Emergencies                   | 2,329 | 2,498 | 2,736 | 2,751 |
| Total Arrests                         | 1,281 | 1,496 | 1,497 | 1,351 |
| Protective Custody                    | 176   | 151   | 158   | 89    |
| Drug Charges                          | 163   | 152   | 206   | 315   |
| Assault & Battery on a Police Officer | 23    | 22    | 31    | 37    |
| Alarms                                | 5,553 | 5,666 | 5,536 | 5,175 |
| Shoplifting                           | 211   | 234   | 159   | 115   |

The Traffic Division conducted 3,949 hearings at Police Headquarters and resolved another 3,090 appeals through the mail for a total of 7,039 traffic hearings. The Traffic Division reported 2,073 motor vehicle accidents without any fatalities in 1995. Traffic enforcement efforts resulted in the issuance of 29,655 moving violations and the issuance of 162,510 parking violations.

The Community Relations Division provides a number of special services to the town. The Crime Prevention Unit conducted ten Neighborhood Crime Watch Programs this past year; 32 residential and commercial surveys were done, and five shoplifting and robbery seminars were presented to the business community.

This division was expanded to include the Community Service Officers and the department's first community policing initiative, the Walk and Talk Unit. Officers assigned to these positions concentrate on improving the quality of life for the residents of Brookline and attempt to solve problems before they become unmanageable.

The Training Unit developed an educational program to inform officers of changes in the law and police procedures in a timely and consistent manner.

The Safety Officer conducted 114 classroom presentations for students in the Brookline grammar schools and gave students ten tours of the police station.

Over 3,320 sixth grade students have now completed the DARE Program. The two outstanding police officers assigned to this program gave 17 hours of classroom instruction to each student in the avoidance of drug use.

The Detective Division responds to crimes in progress, but its main function is to serve as a follow-up unit for the most serious crimes. This division implemented a Computer Case Tracking System that insures that all pertinent information is up-to-date. The division also has access to the Boston Police Department's Anti-Gang Unit's database. This database has been instrumental in controlling serious gang activity in the Town of Brookline. The Identification Unit of this division is recognized as one of the finest in the state. The number of crimes solved through the identification of latent fingerprints increased significantly in 1995. Procedures in this unit were updated in order to ensure that cases are handled in a timely manner.

The Juvenile/ Domestic Violence/ Elderly Affairs Unit has continued to concentrate on providing a proactive, early intervention approach in these areas. Because of the number of investigations undertaken by this unit it is now a part of the Detective Division. This change will provide for increased supervision and better coordination of



case investigations. In 1995 the Brookline Court issued 225 209A restraining orders. All of these orders were placed in a computer-based tracking system that is maintained by the members of the unit.

The Evidence and Supply Unit of the Records Division instituted a new program to cull evidence from the evidence store room. Evidence that is no longer essential is now destroyed, either because the case has been resolved or because the statute of limitation has run out.

## **Fire Department**

The Fire Department has a total of 173 men and women working to provide a high level of fire protection to the citizens of Brookline. The department's staff is broken down as follows: the Chief, six deputy chiefs, nine captains, 24 lieutenants, 121 firefighters, five fire alarm dispatchers, one wire/fire alarm superintendent, one signal maintainer, one office manager, two senior clerk typists, one motor equipment foreman, and one motor equipment repairman.

The department responded to a total of 6,252 emergency incidents in 1995. This included 884 box alarms, 3,073 medical responses and 2,335 miscellaneous fire or public safety related responses. The number of medical responses continues to grow each year with 1995's total accounting for 49 percent of the department's emergency responses. It is interesting to note that the annual number of emergency incidents in the last 25 years has risen by 270 percent, from 2,308 to 6,252, while the number of personnel has fallen by 27 percent, from 236 to 173.

The department is divided into divisions which work together to provide the optimum level of service to the community. The six divisions are Administration, Firefighting, Fire Prevention, Wire/Alarm, Apparatus Maintenance and Training.

### **Administration Division**

The Administration Division consists of the Fire Chief, a fire captain, an office manager, and two clerk typists. The functions of this division during 1995 included the development of policies and procedures for the department, public information dissemination, record keeping, payroll processing, department correspondence, scheduling, and all other functions necessary for the efficient operation of the department.

The division's major accomplishments during the year included: working with the Informational Services Office and the Comptroller on the development of the new payroll system; coordination of the Insurance Services Office survey of the department and the town's firefighting capabilities; issuance of a new standard of Infectious Disease Control for emergency response personnel; and implementation of a new firefighter work schedule.

### **Firefighting Division**

The Firefighting Division is staffed by four deputy chiefs, seven captains, 23 lieutenants and 119 firefighters working in four rotating shifts and responding with five engine companies and two ladder companies from six fire stations throughout the town. They responded to over 6,000 emergency calls during 1995. Examples of

Priority is given to weapon and drug cases.

The total amount of revenue generated by the department was \$4,252,029.67. The total budget for the police department in 1995 was \$7,591,824, which means that the department brought in funds totaling 56 percent of the budget.

The department will continue to improve and expand its Community Oriented Policing activities during the coming year.

the types of responses include building fires, auto fires, auto accidents, medical emergencies, heating system and electrical problems, and an array of other types of public safety situations.

In addition to their emergency response duties, Firefighting Division personnel are responsible for the safety inspections of many of the residential buildings in the town. They also perform daily maintenance duties in the station and on the apparatus and take part in daily training exercises either in the station or at the department's training facility on Hammond Street.

During the year division personnel were involved in the following activities. Five additional firefighters were certified as emergency medical technicians. All personnel completed a two-day training course on bus and streetcar safety which was provided by the MBTA at their facility in Newton. All members were re-certified in CPR and completed the 20-hour D.O.T. First Responder Refresher Course. Ice boat rescue drills were held at the Reservoir for all members.

### **Fire Prevention Division**

1995 saw a decrease in the number of serious building fires thanks in large part to this division's diligent work in the prevention and detection of conditions which might lead to a fire. Staffed by a deputy chief and two firefighters, this division's duties and accomplishments during the year would take many pages to list, but simply stated, if a citizen had a problem with fire alarms, oil tanks, rubbish buildup or any other condition likely to cause a fire, the Fire Prevention Division became involved. They either inspected or scheduled for inspection a variety of types of occupancies including dwellings, apartment houses, nursing homes, lodging houses, dormitories, gasoline stations, and houses of worship. Members of this division respond to all building fire and major emergencies to assist firefighting personnel in the investigation and mitigation of the emergency. They also attended a number of educational programs and seminars to keep abreast of changes in their field.

### **Apparatus Maintenance Division**

The Apparatus Maintenance Division is staffed by one motor equipment foreman and one motor equipment repairman who share the responsibility for the maintenance and repair of the millions of dollars in equipment used by the department. The highlight of this year's activities was the delivery of a new 105-foot aerial ladder, Ladder #1, which was built by Pierce manufacturing Company of Appleton, Wisconsin and delivered in August of this year. The truck was put in service at





New Ladder #1, put into service on October 1, 1995

ation 5 on Babcock Street after all members had become proficient in its operation.

A committee of department members from all divisions, guided by members of the Maintenance Division, held many meetings to ensure that the design and equipment would fit the needs of the department during the 20 years it will be in service.

The division also has the responsibility for the maintenance of the department's breathing air system which firefighters used in smoky or contaminated environments. All mask assemblies and face pieces are tested at least twice yearly and repaired and/or replaced as necessary. These members are also instrumental in the department's driver training program.

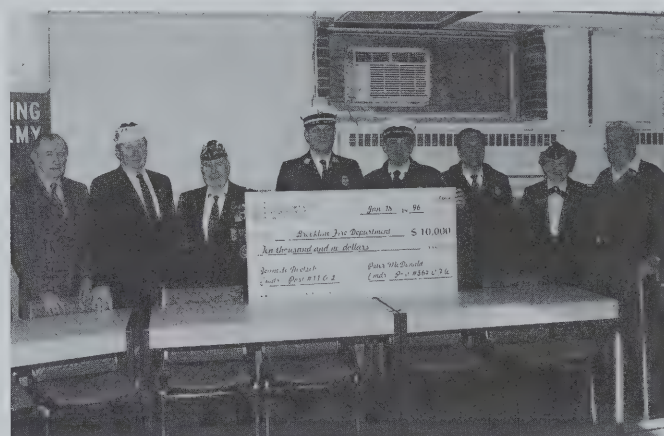
## Fire Alarm/Wire Division

The Fire Alarm/Wire Division, staffed by a wire superintendent, a signal maintainer and five emergency dispatchers, would certainly have to be considered one of the busiest divisions since they handle over 100,000 telephone calls and radio transmissions each year. They are the contact point by which citizens interact with the fire department, whether it is an emergency or simply an information request. This division is also responsible for the installation and maintenance of the town's emergency street box alerting system and the 70+ police boxes in various locations.

## Training Division

The Training Division, staffed by a deputy chief, a captain and a lieutenant, was once again a leader in the state in providing high quality education and training to members of the department. In addition to training officers, these members are also responsible for the investigation of all personal injury accidents in the department and for the investigation of all motor vehicle accidents involving department vehicles. They also function as the department safety officers. Listed below are some of the classes and seminars held by the training division:

1. Cardiopulmonary Resuscitation
2. Department of Transportation First Responder Course



Members of American Legion Post #11 and VFW Post 864 are shown presenting a \$10,000 check to the Fire Department for the purchase of rescue equipment.

3. MBTA classes on bus and streetcar safety
4. Infectious Disease Standard Operating procedure
5. Extrication courses using the Jaws of Life
6. Driver Training
7. Emergency medical technician re-certification course

## Building Department

The Building Department issued 5,726 permits in 1995. A total of nine new houses were built. The department worked closely with several developers on major projects being planned in the town including an assisted living facility at the former Brookline Hospital site and a cluster development at the former Friary site on Rawson Road.

The following permits and certificates were issued in 1995:

| Type of Permit | Number of Permits | Construction Cost |
|----------------|-------------------|-------------------|
| New Building   | 16                | \$10,813,740.00   |
| Alteration     | 1,194             | 26,537,051.50     |
| Additions      | 37                | 1,910,702.00      |
| Kitchens       | 198               | 2,127,082.00      |
| Bathrooms      | 201               | 1,543,630.00      |

|                  |       |              |
|------------------|-------|--------------|
| Roof Replacement | 128   | 2,203,638.00 |
| Mechanical       | 107   | 1,259,580.00 |
| Sprinklers       | 11    | 360,050.00   |
| Siding           | 32    | 252,190.50   |
| Swimming Pools   | 6     | 89,000.00    |
| Signs            | 77    | 115,355.00   |
| Temporary        | 4     | 11,700.00    |
| Temporary Tents  | 23    | 109,040.00   |
| Plumbing         | 984   | 2,464,567.35 |
| Electrical       | 1,139 | 5,125,639.00 |
| Gasfitting       | 704   | 927,499.00   |

### Other Certificates Issued:

|                           |     |
|---------------------------|-----|
| Occupancy Certificates    | 233 |
| Certificate of Inspection | 291 |
| Builders Licenses         | 235 |

## Repairs to Public Buildings

The Public Buildings Division of the Building Department had a very productive year. The maintenance staff was increased to allow for more work to be done in-house. Over 3,000 work orders were completed by the staff. Many large scale and medium scale projects were completed through the assistance of over 70 outside contractors. The town's tradesmen also worked in conjunction with these projects to extend the amount of rehabilitation work that was done.

During the summer months, many tasks were completed from the maintenance and repair program. The interior of the Baldwin School was completely repainted by the town's painter. This was done in accordance with all lead paint removal laws; the painter is certified to remove lead paint. The Baker School teacher's room was remodeled. A new wall was constructed and walls were painted. New carpeting was installed throughout the Devotion School hallways and main office. A number of rooms were painted as well.

The Driscoll School Auditorium expansion project was completed. This allowed for more space to be used in what was the old gymnasium. The Lawrence Gymnasium was rehabbed. Walls were painted and the floor was sanded, repainted and sealed. One of the larger projects was the completion of work at the Heath School. The Building Department completed the renovation work by painting all classrooms, the gymnasium, and the auditorium. The gym floor was sanded and

refinished. The auditorium stage was revamped with a new floor and stage curtain.

New carpeting was installed throughout the Pierce School. The Pierce Primary facade was repaired and all trim work was painted. The Runkle School Library renovation project was finished resulting in a new layout and the addition of new computers.

Town projects included the partial renovation of the Town Hall with the creation of new office spaces. Oil tanks were replaced at the Town Hall and the Health Department.

Energy conservation programs through Boston Gas and Boston Edison were extensive this year. New gas boilers were installed at Fire Station No. 2 and new energy efficient window panels were installed at the Pierce School. Both projects cost more than \$51,000 to complete but were done at no cost to the town. The lighting retrofit program continued with the addition of new lights at the Unified Arts Building and Physical Education Building. Additional lighting work was completed at the Devotion School. New exit signs were installed at the Police Station, Pierce School, Health Department, Unified Arts Building and Physical Education Building.

The town also received a reimbursement check from the state for \$72,000 to fund half the cost of the installation of new oil tanks at the Heating and Lighting Plant. The Public Buildings Division will play a key role in the High School renovation project and the construction of the new Municipal Service Center.

## Board of Examiners

The Board of Examiners was established under the Town of Brookline Building Code. Today this Board is established under the Massachusetts State Building Code. The Board consists of three members, an engineer, an architect, and a licensed contractor; all are appointed by the Board of Selectmen. The Board members are Israel Katz, Chairman, Julius Abrams and Barnett Berliner. The Board meets monthly to hold licensing examinations to ensure that all work in the construction, alteration, removal, or demolition of buildings or structures in the Town of Brookline is performed by qualified licensed persons. All of the meetings are conducted under an "Open Meeting Law" which requires notice of such meetings be posted to the public and that accurate records of the Board's proceedings are maintained.

During 1995 a total of 29 applicants were examined and 29 successfully qualified for licenses. Twenty-nine licenses were issued as follows:

|    |              |                             |
|----|--------------|-----------------------------|
| 1  | Class A      | Type 1 - Fireproof          |
| 2  | Class B      | Type 2A and 2B              |
|    |              | Noncombustible Protected    |
| 1  | Class C      | Exterior Masonry Wall       |
|    |              | (Heavy Timber)              |
| 2  | Class ABC    | (separate or combined fire  |
|    |              | resistive construction)     |
| 1  | Class D      | Exterior Masonry Wall       |
|    |              | (Ordinary)                  |
| 1  | Class F      | Frame                       |
| 12 | Class F      | Limited                     |
| 1  | Class F      | Limited and Class M Siding, |
|    |              | Roofing                     |
| 2  | Class ABCDEF |                             |
| 4  | Class M      | Miscellaneous               |
| 1  | Class S      | For Special Work            |

In addition to new licenses issued, 110 licenses were renewed.

## Building Commission

The Building Commission, in accordance with Article XV-A of the Town Bylaws, participates in the selection of design consultants, reviews and approves plans and specifications, receives proposals, awards contracts, and maintains supervision of the town's building program. The Building Commission works closely with the Board of Selectmen and using agencies and commissions.

The Building Commission consists of five members who are appointed by the Board of Selectmen. The

membership includes a registered architect, a registered engineer, a licensed builder, and two citizens. The Building Commission Coordinator serves as the agent of the Building Commission, coordinates with various town agencies for study, design, construction, and major repairs, and acts as the town's representative on these projects.

This year the Building Commission will begin a two year plan to renovate the existing High School. A Construction Administrator will be hired to work with the



Building Commission specifically for this project. The Commission expects to increase the number of meetings it now has as a result of this project.

The Building Commission completed many projects during the previous year including: construction drawings and specifications for the Municipal Service Center; addition and renovations to the Heath School, including painting the entire building, and renovating the gym and the auditorium; repairs to the Main Library Garage and Town Hall Garage; the fire alarm study for various town buildings; fire alarm installation at the Baker and Driscoll Schools; replacement of underground oil tanks at the Town Hall, Health Center, Larz Anderson, Runkle School and Sewall School; plans and specifications and bid for envelope repairs for the Devotion School; the feasibility study, architect and construction manager selection, and plans and specifications for the High School renovations; designer selection process and preparation of the schematic design for the Main Library renovations; design and bid the Driscoll School boiler replacement project; design and bid the window replacement project for the Devotion School; the Larz Anderson Skating Pavilion; roof replacement at the Warren Recreation Center; design, bid and replacement of roof repairs and skylight replacement at the Unified Arts Building; roof repairs at the Lawrence School; designer selection and feasibility study for the Baker School; designer selection and began program and feasibility for Lawrence School; Driscoll School Auditorium expansion; designer selection and the feasibility study for the Lawrence School; remediation of the Larz Anderson site and High School; Runkle Library renovations; and designer selection and schematic design for

library renovations.

In the coming year, the Commission will be involved in the following: construction of the Municipal Service Center and site remediation and demolition of the Old Incinerator; plans and specifications and start of the High School renovations; installation/replacement of the windows at Devotion School; replacement of the underground tanks at the Driscoll School and Putterham Meadows Golf Course; design and installation of a handicap accessibility ramp and entrance at the Health Center building; plans and specifications for the Senior Center; plans and specifications for the Main Library interior renovations; repairs to the Soule Recreation Center; standardization of building components for town/school buildings; life safety renovations at the Driscoll School and to continue at other school buildings; renovation of the fire alarm systems at the Lawrence School and Health Center; designer selection and the plans and specifications for the Baker School modernization; envelope repairs to the Devotion School; envelope and roof repairs to the Lawrence School; design repair to the facade of the Old Lincoln School wall; Heath School remediation; assistance in the completion of the Capital Assessments Project in order to eventually create a building system database; design and specifications for Energy Management System replacement; repair of the brick wall at the New Lincoln School; repair the roof, gutters and masonry on Pierce Primary; replacement of boilers at Driscoll School and modernization of the boiler room; design of a replacement canopy at the Municipal Swimming Pool; and designer selection for a mechanical system up-grade at Town Hall.

# PUBLIC WORKS

## Administration

Under Commissioner A. Thomas DeMaio, management of Brookline's infrastructure and the provision of environmental services is the responsibility of the Department of Public Works. Roads, water supply, sewers, storm drains, public facilities grounds management, urban forest resources, and solid waste and recycling are all overseen by the department. Engineering services and motor vehicle equipment maintenance are also provided to all town departments. The DPW is comprised of six divisions: Engineering, Highway/Sanitation, Water and Sewer, Park, Conservation, and Cemetery. In addition, the DPW supports the activities of the Tree Planting Committee, Conservation Commission, Solid Waste Advisory Committee, and Trustees of Cemeteries.

The critical support functions of the department, including budgetary control, payroll processing, utility invoicing, purchasing, and billings, are ably provided by Eleanor F. Clancy and her staff of five employees. Scores of inquiries from citizens and businesses about water and sewer bills, the availability of recycling bins, rubbish pickup schedules, snow plowing, and many other questions regarding billing, service, and programs are fielded by the administrative staff on a daily basis.

The DPW's 179 employees provide the town with essential services including the provision of drinking water, sewerage, drainage, park maintenance, tree management, storm damage response, snow plowing and road sanding, roadway maintenance, and environmental restoration. These critical functions have been provided at a high level of service in the face of a reduc-

tion in the size of the Public Works workforce of 13 employees since 1980. The DPW has responded to the continuing and ever changing demands of the community by increasing worker productivity and adopting new methods of operation. The Public Works employees deserve great credit for adapting to changing circumstances and maintaining their level of commitment.

To improve the clearing of sidewalks during winter, new sidewalk snow shoveling enforcement procedures were implemented in 1995. This process commenced with the distribution of warnings and educational material to single-family residences, multi-family dwellings, and commercial units.

Computer training for clerical and supervisory staff continued. Training in 1995 focused on fleet maintenance and billing systems. Development of the Geographic Information System (GIS) also continued with a project to digitize the Assessor's maps, water mains, and wastewater systems (i.e., sewers and storm drains). The GIS was enhanced with the acquisition of a new Hewlett-Packard inkjet plotter, which will enable the department to print large color thematic maps, charts, and plans.

Israel Independence Day was observed with a major celebration on June 18, 1995. Over 20,000 people attended the festivities on Harvard Street, which was closed between Beacon Street and Thorndike Street. The DPW provided extensive logistical support in the form of trash collection, placement of barricades, power supply, and equipment handling.

## Engineering Division

The Engineering Division, under the direction of John G. Harris, Jr. provides engineering support services to town agencies, administers DPW contracts, oversees contractors on town projects, reviews plot plans, maintains traffic and school zone flasher signals, and issues various permits and licenses.

### Environmental Remediation

A major area of activity involves oversight of environmental remediation work on town-owned properties. Associated with the planned Municipal Service Center on Hammond Street, the town is engaged in remediation of contamination on the site under the state hazardous waste cleanup process. Town Engineer Peter Ditto is overseeing the efforts of the firm of Camp, Dresser & McKee, the town's Licensed Site Professional, to remove and cap contaminated soils and communicating with the Department of Environmental Protection and citizens on compliance with state regulations.

At the existing Highway Garage on Kendall Street, the Division is working with Gemini Geotechnical Associates to install a groundwater recovery system which will remove released oil.

The Division administered the \$55,000 investigation of the Longwood Drain and the \$353,000 study of the Village Brook and Tannery Brook drainage systems which both discharge to the Muddy River. The investigations involve the inspection of over 288,000 feet of 54.5 miles of various sized drains and 532 manholes; water sampling at key locations; smoke testing over 159,000 feet of drain lines; televising critical drain lines and dye testing over 550 locations.

### Pavement Management

Through the Pavement Management Program, the town's streets and sidewalks are systematically rehabilitated and improved. In 1995, the following streets were fully rehabilitated with a new roadway surface, sidewalks, and curbing:

Buckminster Road (Boylston Street to Sumner Road)  
Freeman Street (Babcock Street to Monmouth Street)  
Somerset Road (Greenough Street to Weybridge Road)  
Wolcott Road (Newton Street to Wolcott Road Extension)



Funds obtained from the State Chapter 90 Program were used to rehabilitate:

Carlton Street (Lenox Street to Beacon Street)  
Colchester Street  
Chapel Street  
St. Mary's Street (Beacon Street to Mountfort Street)  
Walnut Street (Warren Street to Cypress Street)

In addition, the Chapter 90 funds enabled the resurfacing of:

Brookline Avenue (Pearl Street to town line)  
Carlton Street (Beacon Street to Colchester Street)  
Summit Avenue (town line to Beacon Street)  
Washington Street (town line to Beacon Street)

Town tax revenue funded the resurfacing of ten town streets and the application of 3,000 gallons of protective crack sealing material to stop water from deteriorating existing roadway foundations. Community Development Block Grant (CDBG) funds from the federal government allowed the DPW to install 93 wheel chair accessibility ramps at critical locations.

### Major Projects

Various funding sources were utilized to upgrade several parks and paths. The CDBG Program funded the rehabilitation of Emerson Garden through the reconstruction of the bituminous concrete walkways; installation of new play equipment, planting beds, benches, trash cans, and a handicapped accessible drinking water fountain; overhaul of the existing spray pool to make it handicapped accessible and automatic in operation; and expansion of the automatic underground irrigation system. CDBG funds were also used to rehabilitate Summit Path, Winchester Path, and Mason Path. The work consisted of repairing stair treads and handrails; replacing wooden stairs with concrete stairs; adding new bituminous concrete walkways and landings, benches, path signs, and fencing. Town funds were used to upgrade Waldstein Playground with new swings, play structures, game tables, benches, and a handicapped accessible water fountain. Play areas were improved at the Heath School with the installation of an underdrain and sprinkler system in the open grass area; installation of new play equipment, safety surface, bituminous concrete walks; and repair of the concrete stairs and chain link fence. At the Baker School, a new play structure, concrete walkways, and concrete sitting all were installed. At the Baldwin School and Runkle School, new fencing and play equipment was installed. Through the efforts of Sara Wallace, Special Counsel, the town was successful in winning a \$420,000 grant from the state Urban Self-Help and Land and Water Conservation Programs for the Soule Playground Rehabilitation Project. The firm of Brown and Rowe was retained to prepare the plans and work will commence in the Spring of 1996.

The town commenced planning for a very significant project, the rehabilitation and improvement of Beacon Street. A major grant of \$5 million was awarded to the town from the federal Intermodal Surface Transportation

Efficiency Act (ISTEA). Town Meeting appropriated \$500,000 for the preparation of the plans, which will be prepared through an extensive community participation process. The Board of Selectmen will appoint an advisory committee to oversee the planning.

### Street Lighting Program

Among the town's most successful cost reduction efforts is the Street Lighting Conversion Program. Since 1981, street lights have been systematically converted from incandescent and mercury vapor lights to high pressure sodium (HPS) lights. The cost of operating street lights is based on a rental fee plus a fuel adjustment rate, which is applied to account for changes in energy prices. The conversion program realizes cost savings because HPS lights are cheaper to rent and use less energy. As a result of the program, annual energy savings of 2,111,960 kilowatt-hours, have been achieved. Therefore, since 1981, \$99,660 in annual rental fees have been saved and \$74,020 in yearly fuel adjustment rate charges (at a rate of \$0.035050/KWH) have been avoided to give the town a total annual savings of \$173,680. Nearly all Boston Edison street lights have been changed to HPS. In 1995, five Street Light Change Orders were issued. Three change orders involved the installation of five additional lighting fixtures in areas that needed improved illumination. The other two change orders addressed the improvement and relocation of street lights at Boylston and Lee Streets due to the reconstruction of this intersection by the state Highway Department. Eight mercury vapor and two HPS street lights were removed and replaced by 17 HPS street lights. Light levels will be increased at the Boylston/Lee intersection by an average of 30 percent while energy usage will be reduced by 3,943 KWH/year or an equivalent of 275 gallons of oil.

### Water Main Relining

To improve the quality and reliability of the town's water supply, the Division administered the last year of a three-year contract for water main cleaning and relining. The value of the project is \$4.1 million. The Division is designing the next three year cleaning and lining program, which will be worth an estimated \$5.4 million. Because the Division has the flexibility to produce contract documents and complex designs in-house, the cost of these projects is reduced in comparison to projects involving a private consultant.

### Geographic Information System

The Division continued the development of the Geographic Information System (GIS) by contracting with the firm of Camp, Dresser & McKee to digitize or convert to electronic form the town's Assessor, water, sewer, and storm drain plans. This information represents the essential data needed to make the GIS functional for DPW purposes. The acquisition of the Hewlett-Packard color inkjet plotter will enable the production of high quality maps, plans, and charts for the town.



## Permitting and Licensing

The Division reviewed 12 utility petitions from Boston Edison Company, New England Telephone Company, and Boston Gas Company for the installation of 2,580 feet of conduit, seven new manholes, rebuilding of two manholes, transference of three existing utility poles, and installation of 465 feet of 6-inch gas mains. The petitions were processed by the Division for the Commissioner of Public Works and approved by the Board of Selectmen.

Nine plot plans for connections of 13 dwelling units to

the town's water, sewer, and drainage systems were reviewed by the Division and approved by the Commissioner of Public Works. Fees were collected for each review. In addition, 35 sewer and drain connection and repair permits were issued. Nineteen drainlayer licenses were issued and fees totaling \$5,700 were collected.

In 1995, 267 service calls were made to keep the 50 signalized intersections and 13 school zone flashers in operating condition. These lighting systems are maintained by private contract on a 24-hour basis to ensure public safety.

## Highway & Sanitation Division

The Highway & Sanitation Division is responsible for maintaining Brookline's streets and pedestrian paths in a safe and attractive condition and providing solid waste management services, including recycling. In addition to the streets and sidewalks, the Division routinely repairs town-owned fences and walls and School Department walks, paths, roadways, and parking lots. Maintenance of the town's fleet of 376 motor vehicles is provided by the Division on behalf of 12 departments.

The DPW welcomed its new Director of Highway and Sanitation, Peter A. Sellers, who came to the town from the City of Boston Police Department where he was responsible for transportation management. He also previously served as Assistant Highway Director for the Town of Wellesley and Highway Director for the Town of Needham. Francis Marnell retired as the Director after 30 years of dedicated service to Brookline.

A random drug and alcohol testing program was developed and implemented for all motor vehicle and equipment operators. This program will reduce the town's liability and enable the DPW to protect citizens more effectively from accidents.

### Municipal Service Center

The most significant project of the year was the planning and preparation for the new Municipal Service Center on Hammond Street. This new facility will replace the aging and obsolete Highway Garage on Kendall Street. An environmental investigation of the Hammond Street site was completed under the Massachusetts Contingency Plan regulations and a plan to remediate contaminated soil and put this site back to productive use was formulated. The design for the Municipal Service Center was completed; the Board of Selectmen voted to approve it and proceed with the preparation of construction documents.

Investigation of contamination on the existing Highway Garage site on Kendall Street was concluded and a design was developed to recover released oil. The Board of Selectmen formed a Reuse Study Committee to determine the future options for the site.

### Roadway Maintenance Program

Roadway maintenance activities intensified in 1995. In accordance with the town's consent agreement with the U.S. Environmental Protection Agency regarding

the restoration of the Muddy River, the frequency of street sweeping and catchbasin cleaning increased. Main streets and commercial areas are swept three times per week and residential streets are swept every nine days. Catchbasins are cleaned twice a year in commercial areas and on main streets, and at least once per year in other areas. In addition, the Division began a litter basket replacement program by purchasing water tight, attractive containers to replace the wire baskets. The first purchase of the new containers totaled \$5,000. The purpose of these activities is not only to keep Brookline beautiful, but to reduce the amount of non-point source pollution which runs off to waterways and ponds through the storm drainage system.

Sidewalk and roadway repairs continued with the installation of 189 cubic yards of concrete and 1,800 tons of asphalt repair material. Peastone sidewalks were repaired and maintained in 50 locations.

The winter of 1994-95 was extremely mild with snow accumulations totaling 14 inches. Nevertheless, the DPW plowed and sanded 100 miles of streets and 29 miles of sidewalks. Ramps in the business and commuter areas are cleared by hand and sanded, as needed, to ensure public safety and accessibility for handicapped citizens. Public ways near elderly housing, schools, bus stops, paraplegics residences, churches, and temples are given precedence in sanding and



*Delivery of new sidewalk plows*



plowing operations. The 29 miles of sidewalks are plowed in accordance with the specific priorities set by the 1978 Town Moderator's Snow Committee. The DPW completed its acquisition of new snow plowing and sanding equipment through the funding provided by the 1994 budget override.

### **Commercial Areas**

A significant effort was made to improve the appearance of the town's commercial areas. The seasonal lighting program was expanded to all commercial areas, following the successful 1994 pilot program, with the cooperation of the Chamber of Commerce and Commercial Areas Committee. The alignment of newspaper boxes was changed to lessen the cluttered look in business areas. A great deal of effort went into graffiti removal with a focus on the Muddy River area, all traffic signal boxes, and postal boxes. This program was conducted in cooperation with Boston Edison Company and the United States Postal Service.

Illegal posters and signs were removed from utility poles in the commercial areas cleanup effort. Warnings and citations were issued to violators of the town's bylaws.

### **Traffic Control Program**

The Traffic Control Program consists of inspections of street lights and traffic signals, installation of parking meters, and lettering and painting of pavement, crosswalks and center lines. The Division manufactures, installs and repairs streets and traffic signs throughout the town. The Division installed 130 new traffic signs.

### **Motor Vehicle Management Program**

The Division maintains the town's fleet of 376 pieces of motor vehicle equipment. With funding provided by the 1994 override, a considerable amount of the town's aging motor vehicle equipment was replaced. Acquisition priority was given to new equipment that would be used year-round. A new vehicle numbering system was initiated to coincide with the fleet maintenance program. All older snow plows were sandblasted and refurbished to make them more effective.

## **Solid Waste Management and Recycling Program**

Solid waste management is an essential town function, which consists of the collection and disposal of trash, curbside recycling, yard waste collection and composting, and household hazardous waste collection and disposal. With the guidance of the Solid Waste Advisory Committee (SWAC), chaired by Roberta Schnoor, a new five year contract for recycling services was negotiated, which became a model for surrounding communities. The contract was signed with Prins Recycling and Browning Ferris Industries. Brookline received a higher price for its recycled materials compared to surrounding municipalities. The yard waste composting contract was also renewed. The School Recycling Program was instituted to increase the volume of material for recycling. The town collected 3,871 tons of recyclable materials and 3,855 tons of yard waste for composting during FY-95, which represent about 35 percent of the town's waste stream. Prins Recycling and Browning Ferris Industries are funding scholarships for students interested in pursuing environmental careers. The composting program diverts a significant amount of material from the solid waste stream and provides considerable savings in disposal costs to the town. Some of the compost is returned to the town for use on parks and public grounds. SWAC and the League of Women Voters sponsored another extremely successful household hazardous waste collection day in May 1995. Triumvirate Environmental was contracted at a cost of \$50,000 to collect and process the toxic materials, such as pesticides, oil-based paints, solvents, and other household chemicals, which were collected from the town's residents. This program ensures that these chemicals will not be released to the environment and will be disposed in a proper manner.



*Compost Program*

## **Water & Sewer Division**

The Water and Sewer Division operates and maintains the Town's water and wastewater utility systems consisting of 355 miles of piping and appurtenances providing the entire population with reliable drinking water for both domestic use and fire protection and the collection of sanitary sewage and surface water drainage.

### **Water Distribution System**

Components of the Water Distribution System include 135 miles of mains, 2,011 main line valves, 1,486 fire hydrants, 9,399 service connections and storage facilities for nearly 14 million gallons of water. During the year, 204 service connections were installed, repaired or replaced, 63 service and main leaks were repaired and 116 fire hydrants were replaced.



Emergency response service was provided for 592 requests and 467 billing and pressure complaints were investigated and resolved. The Division purchased water wholesale from the Massachusetts Water Resources Authority (MWRA) totaling 2,443 million gallons. Retail water sales yielded \$6,239,161 in revenue.

### Wastewater Collection System

The Wastewater Collection System consists of 103 miles of sanitary sewer mains which discharge into the MWRA wastewater system for treatment at Deer and Nut Islands; and 117 miles of surface water drains which collect roadway drainage from 2,344 catch basins. In 1995, emergency assistance was provided for 179 requests involving broken, plugged and backed up sewers and drains, and 58 major blockages were repaired. Structural repairs were made to 71 catch basins and manholes and 1,906 basins were cleaned generating 1,082 tons of sand and debris. Total operational costs for wastewater collection and disposal were offset by \$7,178,299 in revenues generated by the sewer use charge which is assessed based on metered water consumption.

The metering and billing staff obtained and processed meter readings from over 9,000 meters and issued over 37,000 utility invoices. During the year nearly 6,000 inquiries regarding billing complaints, pressure problems and leaks were efficiently and courteously resolved.

As a result of a decrease in retail water consumption and a projected increase in MWRA wholesale assessments for water and sewer, the Board of Selectmen increased the retail water rate from \$2.40 to \$2.50 per hundred cubic feet and the sewer use charge from \$2.65 to \$3.20 per hundred cubic feet of water consumed. The new rates represented a combined increase of 12.9% and were effective on January 1, 1995.

On April 17, 1995, just prior to the running of the Boston Marathon, a 12-inch water main ruptured on Beacon Street causing substantial damage to the roadway directly in the path of the marathon. Due to the age and condition of the gate valves in the area, Division personnel were required to shutdown a large area of the system to make repairs. On June 3, 1995 a second 12-inch water main ruptured on Warren Street causing severe

roadway damage and required the re-paving of the entire roadway from Cottage Street to Sargent Road.

During 1995, the final phase of the 1993 water main rehabilitation program, under contract with W. Walsh Company, was begun. Completion of the entire contract will be in May, 1996. Plans and specifications for the final 3-year project will be completed in time for the 1996 Annual Town Meeting.

Pursuant to Massachusetts Drinking Water Regulations, the Division established a Cross Connection Control Program in 1989 to identify and correct potential connections between the potable water system and the wastewater system. Through 1995, 1,415 violations have been inspected and corrected with the installation of 664 testable devices yielding \$40,839 in revenues.

Under the requirements of an agreement reached with the EPA, the town contracted with Anderson-Nichols & Co. to investigate the Longwood Avenue drainage system for illicit sanitary sewer connections. Completion of the study resulted in the elimination of four sewer connections to the drain. Investigation of the Village and Tannery Brook drainage systems is currently underway by Whitman & Howard, Inc. and will be completed in the summer of 1996. Corrections to both systems will be made in 1996 and will result in a dramatic improvement in the water quality of the Muddy River.

Using funds appropriated at the 1995 Annual Town Meeting, and grant/loan funds from the MWRA, the town has retained Camp, Dresser & McKee, Inc. to design and construct improvements to the sanitary sewerage system. The major objective is the removal of infiltration and inflow from the system to reduce total wastewater flows.

The Division is currently preparing Requests for Proposals for a Wastewater System Master Plan which will identify and prioritize all future improvements to the sewerage and drainage systems.

In September, the Director of the Water and Sewer Division, Andrew M. Pappastergion, was elected to a fourth term as Chairman of the MWRA Advisory Board. In 1995, the major goal was the reduction of the immense capital improvement plan, particularly the elimination of a large portion of the secondary treatment plant construction at Deer Island.



*Coolidge Corner water main break the night before the 1995 Marathon.*



# Park Division

## Public Grounds

The Park Division successfully continued in its role of maintaining and improving parks and greenspaces.

At Harry Downes Field, the Park Division coordinated the reconstruction of the all weather track, long jump pit and tot lot. The track, constructed of a rubberized material will be utilized for local and regional athletic events.

The Robinson Park neighbors, in conjunction with the Park Division, developed a revised program to assure the smooth operation of the roller blade and street hockey area.

The Park Division continued to develop new information for the rapidly evolving Geographic Information System. Special training was provided to key personnel to expand their knowledge of the system.

The Skating Pavilion at Larz Anderson Park was completed this year. The new facility is replete with improved interior changing rooms, a skate shop and food service area. Doric and Corinthian columns from the Italian Gardens at the former Anderson Estate were attached to the exterior of the pavilion. Funding for the columns was provided by the Friends of Larz Anderson Park. The columns, removed from the estate in 1956 were placed in parks throughout the town. The efforts of the DPW, the Building Department and The Friends of Larz Anderson Park have served to improve and beautify this most important open space resource.

Paul Willis, Park Director, was elected to the Museum Transportation Board. The Museum, located on the grounds of Larz Anderson Park is situated in the former carriage House.

The Park Division continued to coordinate the final stages of the Eliot Park reconstruction. The newly installed play equipment at the site is being enjoyed by children of all ages. The Waldstein Tot Lot plans were finalized and bid specifications developed. The play equipment was installed during the summer with the assistance of H.O.P.E. (Help Our Parks Endure). A new drinking fountain was installed inside the Tot Lot.

The Knyvet Park renovation was completed mid-year with additional shrubs and flowers planted by the Park Division.

Townwide beautification projects were numerous this year. A revised Flower Planting Program was instituted. The flower barrels were increased in number from 120 to 155. They are a very popular item with merchants in several commercial areas. New planting beds were developed and planted, most notably at three Beacon Street locations: one at Winchester Street was contributed by Selectman Merrill of Merrill and McGeary; one at Washington and Beacon Streets, contributed by R. Brown Associates and one at the newly installed Washington Square Clock, contributed by Barbara Soifer of The Little Swiss House.

Rotary International adopted the site at Beacon and Webster Streets. A red maple tree was planted in the Volcano Planter along with annuals and flower bulbs for spring color. The Rotary International and all participants are to be commended for their substantial support of Brookline's greenspaces.

Graffiti removal continues to be a priority item, with rapid response a key element. The Park Division continues to work with the Youth Coordinating Committee, the School Department and the Police Department to control this costly graffiti removal problem.

The GreenSpace Alliance and the Friends of Larz Anderson Park sponsored Twilight in the Park in August. The event was well attended.

The Friends of Brookline Reservoir assisted by Director Paul Willis, developed and implemented a new landscape program for Reservoir Park. Included in the plans are a unique variety of flowering trees and shrubs.

The Park Division reviewed the plans to close the Riverdale Parkway from Chestnut Street to Highland Road. The roadway will now become a walkway with new plantings of trees and shrubs in the Olmsted Tradition.

The Soule Playground Rehabilitation Project received a \$420,000 Urban Self-Help Grant from the Commonwealth Department of Environmental Management. Included in the Plan is an expansion of soccer fields, and improved tot lot areas and a natural history reserve.

Work on the Bridging the Emerald Necklace Project, a joint effort of the Town of Brookline and the City of Boston is well underway, with construction scheduled for the summer of 1996.

During the year, the director met regularly with the Park and Recreation Commission, the GreenSpace Alliance, and numerous boards, commissions, garden clubs and friends groups. The Director thanks all who have and continue to make Brookline a special place to live and work.

## School Grounds

The Park Division worked closely with the School Department to improve the 32 acres of grounds surrounding the schools throughout the town.

The notable programs worked on during the year included the Baker School Field Design. The Director met with the Baker Parent Teachers Organization, interested neighbors and the Design Review Committee as part of an early action program. A new play structure



Larz Anderson Park



was built and dedicated to Roseanne Allen. It was a well attended event with more than 80 friends and family present. Roseanne Allen was an extraordinary person who dedicated her life to the care of children. It is fitting that the new Baker School Play Structure is dedicated to her memory.

At Baldwin School the specifications for the renovations of the tot lot were developed. Special attention was given to redesigning the play structure to accommodate the needs of the three to six year old age group.

The Runkle School Playground Committee met regularly during the year. The play structure was brought up to an improved standard. The playground was evaluated. Preliminary Plans were developed from a review of existing playing surfaces.

The Park Division improved the access to the back entrance of Runkle School with the addition of bituminous surfacing. The Chesham side of the Runkle Playground was resurfaced with bark mulch after older

diseased trees and large rocks were removed.

Heath School Landscape Improvements included a new tot play structure on the hill, resurfacing of the existing play structure with resilient material and the creation of a landscaped area between the two school buildings. The Parent-Teacher Organization worked hand in hand with the Park Division and planted several trees. The PTO made certain the trees would survive by developing an intensive summer watering schedule. A new play field was installed on the south side of Heath School.

At the New Lincoln School, sod was installed on the playfield. Future plans include improvement of walkways and rebuilding the historic brick perimeter wall. The director, worked with the High School Athletic Director to revise the heavy use of town fields by school groups. A program was developed to improve safety on school grounds with a specific emphasis given to play structures.

## Conservation Commission

The Brookline Conservation Commission is responsible for the implementation of environmental laws and regulations, environmental planning and assessment, and management of conservation areas. The Commission administers and enforces the Massachusetts Wetlands Protection Act through the review of permit applications and the issuance of Orders of Conditions, Determinations of Applicability, Certificates of Compliance, and Enforcement Orders. The Commission also administers the Federal Flood Protection Program, the local noise control bylaw, and other environmental requirements. Environmental surveys and studies involving pollution, flooding, open space, and environmental quality are conducted. The Commission oversees the town's Open Space Plan and manages conservation areas and conservation restrictions. In addition, the Commission seeks and administers grants and coordinates volunteer activities to maintain public open spaces.

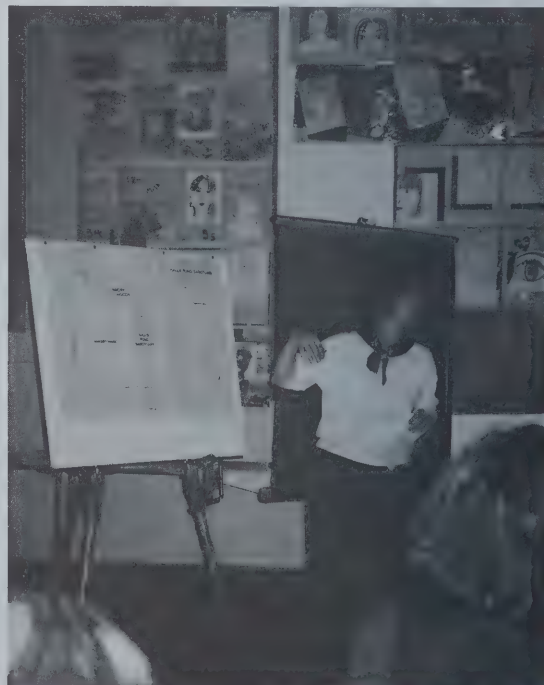
### Conservation Areas and Open Space

The Conservation Commission is responsible for the management of 56 acres of conservation land at the



*Hall's Pond, the first acquisition of the conservation commission in 1975.*

Hall's Pond, Amory Woods, D. Blakely Hoar, and Lost Pond Sanctuaries. Our major project this year has been the development and implementation of a sanctuary plan for Hall's Pond. Town Meeting reauthorized the appropriation of \$106,000 for the improvement and restoration of Hall's Pond Sanctuary. Planners from the Massachusetts Audubon Society Extension Service are under contract to prepare the plan in conjunction with an extensive community participation process. A community workshop was held at the Lawrence School on October 28, 1995 which was attended by 50 citizens in spite of the inclement weather. The Commission is working closely with the Friends of Hall's Pond in the development of the plan. Barbara Mackey, Conservation Commissioner and planner with the National Parks Service, has taken the lead in coordinat-



*Conservation Commissioner Barbara Mackey at Hall's Pond Sanctuary Planning Workshop.*



this effort. The plan will be completed in the spring 1996 and will be used to guide sanctuary management and serve as a fundraising tool. The Commission plans to emphasize the historical significance of Hall's Pond to the genesis of the conservation movement in Massachusetts. The Massachusetts Audubon Society celebrated the 100th anniversary of its founding by two Brookline citizens, Minna Hall and Harriet Hemenway, in February 1996. An important element of the plan will be the linking of Hall's Pond Sanctuary with Amory Woods. The Lost Pond natural area, which includes the town's conservation area, the Metropolitan District Commission's Lost Pond Reservation and Hammond Pond Parkway, and the City of Newton's Kennard Park and Conservation Area, covers about 130 acres of contiguous land. The Commission supported the efforts of the Friends of Lost Pond on several fronts. In January 1995, arrangements were made with the state Department of Environmental Management to locate the area's trails with a global positioning system (GPS). The GPS consists of a handheld unit which enables the user to locate his or her position on the face of the earth by coordinating satellite signals. The data is recorded and downloaded into a geographic information system, which the town possesses, and enables the production of maps. To build on the natural history inventory and planning work in progress on the Newton-owned portion of the area, the Friends have submitted a grant proposal to a private foundation to fund similar work on the Brookline and MDC lands. The MDC has agreed to install a boardwalk leading to Lost Pond to replace a makeshift system. Finally, the Friends expect to see the completion of a video about Lost Pond this spring.

To protect the ecological integrity of the D. Blakely Bar Sanctuary, the Commission submitted comments to the Boston Redevelopment Authority regarding a proposed assisted living center in Hancock Woods in West Roxbury. The West Roxbury Neighborhood Association and several South Brookline residents actively opposed the proposed development, which would have consumed most of the uplands on the 46-acre parcel adjacent to the Brookline sanctuary and the Leatherbee Woods sanctuary owned by the Boston Natural Areas Fund. The Governor and Legislature directed the Metropolitan District Commission to acquire the land in November 1995, thereby effectively halting the propos-

The Conservation Commission and the Board of Selectmen approved a conservation restriction on 2.3 acres of woodlands on the former Brookline Hospital site on Chestnut Street. The restriction prevents development in perpetuity and ensures the environmental and scenic qualities of the site will continue to benefit the neighborhood and the town. The conservation restriction was negotiated through the review process for the proposed Heritage at Brookline assisted living center project in collaboration with the Economic Development Advisory Board and the Planning Board. Approval by the state Executive Office of Environmental Affairs is pending.

A memorandum of understanding was negotiated with the Park School regarding the interpretation of a conservation restriction on ten acres of open space on Goddard Avenue. The MOU will clarify any future changes to existing structures within the restriction.

Community cleanups were organized at Hall's Pond, Amory Woods, and the Riverway. In April and November 1995, the Friends of Hall's Pond and the Commission sponsored cleanups. Phi Gamma Pi Fraternity of Northeastern University continued its support by bringing out its members in large numbers to both events. At Amory Woods, the Alpha Phi Omega service organization from the Massachusetts Institute of Technology conducted a comprehensive cleanup on September 16. Trash and dead wood was removed and the gazebo was completely painted. Employees from Prentice-Hall Publishers conducted a cleanup along a section of the Riverway and painted the bus shelter on Brookline Avenue on September 21.

## Open Space and Environmental Planning

In 1993, the Open Space Subcommittee was established with members drawn from all relevant town boards and commissions. The Subcommittee is chaired by the Conservation Commission and the Brookline GreenSpace Alliance. The Open Space Subcommittee continued to meet to track the implementation of the Open Space Plan and coordinate the efforts of the various boards and departments. The Committee has addressed the High School renovation project and its impact on Cypress Playground, the initiation of a Ranger program, the Beacon Street Improvement Project, and the need for additional playing fields.

In February 1996, the Governor signed the \$399 million Open Space Bond Bill passed by the legislature, which was advocated by the Commission. The legislation authorizes significant funding for several programs which could benefit the town's open spaces including the historic landscape preservation program, the river and harbor dredging program, the Urban Self-Help Program for renovation and improvement of parks and recreation areas, and various ecological restoration programs. While the bill authorizes the issuance of bonds and expenditure of \$399 million, the release of actual funds is subject to state fiscal controls and policy priorities. Therefore, the Commission will continue to advocate for the expenditure of funds on those programs which are important to Brookline.

The Conservation Commission and the Parks and Recreation Commission have formed a Joint Committee



Conservation Commission accepts 2.3 acre conservation restriction on former Brookline Hospital site.



on Conservation, Parks, and Recreation to coordinate on issues of mutual concern such as Dane Park, Putterham Woods, Rangers, and other issues.

John Bolduc, Conservation Director, represented the town on the Logan Airport Runway 27 Citizen's Advisory Committee and is participating on the Logan Airport Airside Review Committee. The noise impacts of air traffic are a major concern of both committees. The Runway 27 CAC completed its role with the adoption of a Draft Environmental Impact Statement which recommended the redirection of air traffic from Runway 27 further east. This recommendation, when implemented, should move most air traffic further away from Brookline and reduce the noise impact on our community. The Airside Review Committee is working with MassPort to review several options for improving the efficiency and capacity of the airport, including the construction of a new runway for commuter airlines.

### **Environmental Protection, Wetlands, and Floodplains**

Wetlands Protection Act cases included the successful remediation of a leaking sewer at Hancock Village which affected the Sawmill Brook system, restoration of a wetland between Laurel Road and Hammond Pond Parkway which was illegally excavated to create a pond, and reviews of residential construction near wetlands. The Commission was also upheld by the state Department of Environmental Protection in finding that the Wetlands Protection Act does not apply to the proposed site of the new highway garage on Hammond Street. Information and guidance is provided to developers, financial institutions, realtors, and citizens regarding the location of wetlands and floodplains and the applicability of regulatory requirements. This service encourages development away from inappropriate areas. Determinations of floodplain locations under the Federal Emergency Management Agency's flood insurance program were issued to property owners, insurance agencies, and realtors. The Commission reviewed filings under the Massachusetts Environmental Policy Act and subdivision plans and proposed developments submitted to the Planning Board.

Through its role in reviewing herbicide spraying plans for the MBTA rights-of-way, the Commission was able to negotiate the expansion of no-spray zones along the Highland Branch of the Green Line. The MBTA agreed to designate no-spray zones between the Boston line and Aspinwall Avenue and between Cypress Street and Dean Road in response to a petition from Brookline residents.

The Commission continued its significant commitment to cleaning up the Muddy River. Through the efforts of the Friends of the Muddy River and former Governor Michael Dukakis, the Muddy River Action Group was established to bring all the citizens and municipal officials together to work toward a consensus on the resolution of issues. Three committees were established to address water quality, landscape restora-

tion, and maintenance. The group involved the state Secretary of Environmental Affairs Trudy Coxe, who appointed a mediator to work with the group and to coordinate state actions.

U.S. Environmental Protection Agency Regional Administrator John DeVillars created Task Force 2005 which aims to restore the Charles River to Class B or fishable and swimmable water quality by the year 2005. Brookline is involved in this effort because the Muddy River is a tributary to the Charles. The EPA intends to focus its technical and financial resources on this effort and work with the municipalities in the Lower Charles Basin to assist their work.

The town, through the efforts of the Division of Water and Sewer and the Town Engineering Division, completed its investigation of the Longwood Drainage System and eliminated four sewer cross-connections to the storm drains. An investigation of the Village Brook and Tannery Brook drainage systems is in progress.

The Army Corps of Engineers continued to develop its \$450,000 Feasibility Study of water quality improvement measures. The study is scheduled to be completed by the end of June 1996. The Corps is investigating the potential of flow augmentation, aeration systems dredging, and pollution source controls to improve the water quality of the Muddy River. John Bolduc, Conservation Director, represents the town on the Corps Working Group.

A sign of the river's potential, about 200 blueback herring, an ocean going species that spawns in freshwater were seen at the upper end of Leverett Pond in June 1995. This is the first recorded observance of these anadromous fish in the upper part of the Muddy River system in recent memory. The appearance of the herring is thought to be related to recent downstream modifications to drainage structures and a large run of blueback herring in the Charles River.

### **Commission News**

The Board of Selectmen reappointed Betsy Shure Gross and Marian Lazar to the Conservation Commission. Frederick Perry and Stephen Burrington were appointed to the seats vacated by Susana Lannik and Keith Beasley, who resigned due to personal commitments but agreed to remain as Associate Commissioners.

Chobee Hoy, realtor and philanthropist, was named the Environmentalist of the Year by the Commission for her long support of Brookline's greenspaces. The award was presented to Ms. Hoy at a ceremony on April 23, 1995 at Hall's Pond Sanctuary.

Henry Wiggin, a member of the town's first Conservation Commission, was honored by the Rotary Club, Chamber of Commerce, and Kiwanis Club as Citizen of the Year on June 8, 1995. Mr. Wiggin is noted for his eloquence at Town Meeting and for authoring the Birds of Brookline.

## **Cemetery Division**

The historic Walnut Hills Cemetery saw several significant improvements during the year. Street signs were installed throughout the Cemetery roadway system. The

Cemetery Brochure, with map, was updated. Visitors can now locate specific roads with greater ease. The water delivery system was completely overhauled. The DPW



Water Division replaced the old galvanized pipe with a newly upgraded heavy duty plastic system. In addition, the Water Division replaced an old metal domestic water service with a new system to the Cemetery Garage.

Free work continued with the pruning out of deadwood and the removal of older diseased trees. The hemlock trees were sprayed to reduce the infestation of the wooly adelgid.

The Engineering Division assisted the Cemetery Staff in laying out a new section for burial plots.

Several critical sections of Cemetery roadway were repaired and resurfaced to assure the safety of visitors.

The Board of Selectmen appointed Katharine Begien to fill out the term of Eileen Strong. The Cemetery Director, Paul Willis and the Trustees thanked Ms. Strong for her

devoted service and welcomed Ms. Begien to her first term in office.

The Trustees of the Cemetery met regularly throughout the year, to sign deeds and conduct regular business. At the October meeting, Mary J. Harris was unanimously elected to a one year term as Chairman. Abbe Cohen was elected Vice Chairman and Dorothy Baldini was elected Secretary.

The Trustees' on-going projects include updating the Cemetery Bylaws, implementing the second phase of the Landscape Plan developed by Landscape Designer Jan Childs, developing an interactive computer program for cemetery record keeping and reviewing the long-term use of the available land at Walnut Hills.

## Forestry Division

Public hearings were held relating to street trees at the following locations, 53 Valley Road, 92 Evans Road, 265 Beverly Road, 138 Payson Road, 364 Buckminster Road, 72 Arlington Road, opp. 151 Wallis Road, 231 East Street, Emerson and Davis Avenue, 265 South Street, 93 Risley Road. The Committee visited the site of each tree, and in some cases met with the petitioners and neighbors of the location to discuss the specific tree. Funding of \$120,695 was provided in the town budget, primarily for maintenance (pruning and removal), and a total of \$115,000 (\$90,000 from town funds, \$25,000 from CDBG funds) for tree planting.

In Spring, 1995, 139 street trees were planted on town streets. Another 31 trees were planted under the Back-of-Sidewalk program, initiated this year, which provides tree-planting opportunities on private property where conditions such as space or overhead utility lines would prevent planting on the sidewalk. White Place,

Extensive pruning and soil aeration of the historic beeches at Longwood Mall were completed in the fall. A new practice of retaining the natural mulch from shredded fallen leaves was started. Regrettably, one tree was in such severe decline that it had to be removed. However, area residents generously contributed over \$9,000 to fund new plantings.

The tree inventory data gathered by volunteers in the summer of 1994 was transferred to the town by the Department of Forestry and Wildlife of UMass/Amherst.

After six years of productive service on the Tree Planting Committee, Robert Kramer resigned. Philip Hresko, an architect and landscape architect, was appointed to complete his term.

The Tree Planting Committee reviewed the plans for the renovation of Harvard Street from Beacon Street to the Boston Line. The species of the trees selected for the Harvard Street planting (Thornless Honey Locust) reflect one of the most hardy varieties available for this urban setting.

To broaden the species selection, advise on appropriate siting, and refine the tree planting specifications used with planting contracts, the Committee employed an independent arborist during the planting season. The Committee also sought advice from the Arnold Arboretum relating to a broader range of species. The Committee attended a street tree symposium offered by the Boston Society of Landscape Architects.

Once again, Brookline received the Tree City USA award. Tree City USA is sponsored by the National Arbor Day Foundation in cooperation with the National Association of State Foresters, U.S.D.A. Forest Service, U.S. Conference of Mayors and National League of Cities.

This is the seventh year that the town has received this national recognition. The town also received the Tree City Growth Award for demonstrating progress in its Community Forestry Program. Special recognition was given to Brookline for the tree-care workshop (attended by over 100 volunteers) and the tree inventory and analysis. The Growth Award was given to Brookline in recognition of environmental improvement and a higher level of tree care. The volunteers were able to inventory all 11,128 of the town's street trees. They are to be congratulated for their continuing commitment to Brookline trees.



Forestry Worker Jack McDonagh installs a flag along the Flag Day Parade route.

ent Street, Davis Avenue, Monmouth Street and Golden Road were some of the streets where these trees were planted.

A total of 72 diseased and hazardous trees were removed in 1995.

# TRANSPORTATION

The Transportation Board is comprised of six residents of the town, who meet regularly to respond to transportation issues that impact citizens. The Board has regulatory authority to enact rules and regulations for the movement of people, vehicles and material. Because of the complexity of the issues, the Transportation Board has several subcommittees, which also meet on a monthly basis, to focus on specific issues such as taxi cabs, bicycles, parking and traffic calming.

The Transportation Department provides day-to-day management of the transportation and parking systems. The department prepares reports for the Board of Selectmen, the Transportation Board and other town departments. Regular duties include traffic studies, traffic counts, preparation of maps, plans and sketches to assist the Transportation Board in formulating and defining regulations.

Major issues before the Transportation Board this past year included traffic calming, stop sign control, new taxi licenses, taxi administration, and the need for handicapped parking spaces. The purpose of the traffic calming proposal, which was prepared by a Harvard University, Graduate School of Design Student, is to reinforce the town's policy of protecting neighborhoods from motorists using streets as a "cut through". The proposal outlines a number of strategies that are used in other communities to remind motorists that these are residential streets, not collector or arterial roadways. The Transportation Board will be receiving testimony in 1996 from town departments and the public in refining the townwide traffic calming policy. That policy will have to be approved by the Board of Selectmen before it is implemented.

During 1994 and 1995, the department received a number of requests to install multi-way stop signs throughout the town. The Transportation Board approved a policy whereby studies will be used to identify those intersections in need of stop signs to better define the right of way.

The Board received requests for 38 additional taxi cab licenses, as well as a proposal to allow cab companies to lease vehicles on a long-term basis. A special subcommittee of the Board is studying both of these issues.

The Transportation Board recognized the efforts of Kristen Johnson, a resident of Station Street, in her efforts to beautify the Kent Station Parking Lot by planting annual and perennial plants on town property adjacent to a private building. The Transportation Board applauded her community spirit and desire to beautify a public space.

A major accomplishment was receiving approval from the Massachusetts Highway Department on a \$5 million dollar grant for improvements to the traffic signal system of Beacon Street. Since the beginning of 1995, the department has worked with the Public Works Department, Board of Selectmen and state agencies to gain approval for this project. The Beacon Street Project will include five major elements: rebuilding traffic control signals; enhancement of the MBTA trolley system; improvements to pedestrian protection and safety; installation of a bike path; and enhancement of the overall streetscape of Beacon Street. Nine interested consultants responded to the request for qualification (RFQ).

Consultant engineers also prepared a functional design report for new traffic signals at Newton and Grove Streets and the reconstruction of traffic signals at Newton and Clyde Streets. Reconstruction of the traffic signals at Route 9 and Chestnut Hill Avenue was started in 1995, however, weather halted construction of the area in December. That project is expected to be completed in the spring of 1996.

The zoning bylaws require that a Transportation Analysis Plan (TAP) be prepared for new building projects. The department reviewed plans and reported its findings to the Planning Board and the Board of Appeals for the Assisted Living Project on Chestnut Street, the Star Market Plus Project on Commonwealth Avenue in Boston, CVS/Gulf on Route 9 and Hammond Street, and the residential development of the Longyear Foundation property in Fisher Hill.

The department also met with administrators of Newbury College in an effort to define their parking and transportation system and needs.

After approving the plans prepared by the MBTA, the department oversaw the reconstruction of the grade crossings on Beacon Street at Washington Square. This effort was a continuation of the program to replace asphalt crossings with rubber padded grade crossings along Beacon Street.

The resident sticker parking program continued to grow with the approval of areas on Brington Road and Wellman Street.

The Director continued to serve as liaison to the Massachusetts Highway Department, Metropolitan District Commission and the MBTA. The Director also serves on the Traffic Advisory Committee to Boston College, is Chairman of the MBTA Advisory Board, Service Committee and is Chairman of the Joint Regional Transportation Committee (JRTC).



# RECREATION DEPARTMENT

The Park and Recreation Commission consists of seven residents appointed by the Brookline Board of Selectmen. The Commission is a policy making board responsible to the town for providing year-round high quality indoor and outdoor recreation activities for children and adults. The goals of the Commission are to deliver programs that meet cultural, social, mental and physical needs and which are presented at well maintained parks and facilities. Safety and quality are paramount. The Commission is grateful to the public for supporting the continuation of all ongoing programs, and the addition of many new quality programs. The Selectmen, Park and Recreation Commission, and Recreation Staff are especially indebted to the numerous volunteers and citizen groups who contribute their time, energy, and resources toward the improvement of town facilities, parks, and recreation programs.

The R.A.F.T. program (Recreation Activities for Teens), created in 1992 in response to the findings of the town's Youth Steering Committee, continues to expand. Over 820 teens have joined R.A.F.T. A new addition to the R.A.F.T. Clubhouse, located at the Soule Recreation Center, is a full size pool table donated by a citizen of the town.

The R.A.F.T. teen dances continued to be very successful, and have proven to be a tremendous social gathering for Brookline's 6th, 7th and 8th grade students. The first dance of 1995 was attended by over 100 students, a new attendance record! The R.A.F.T. program also conducted the first High School Dance. Many other activities were also a "big hit", such as: an overnight camping trip to New Hampshire, an ice-skating party, summer trips to amusement parks and extended hours at the R.A.F.T. Clubhouse. Also, R.A.F.T. members participated in the "National Youth Services Day" by volunteering to conduct bingo games at various elderly nursing sites.

Programs for the senior citizens and membership in the Brookline Golden Age Club continued to expand. Ongoing activities include monthly meetings with entertainment, a senior shopping bus to neighboring malls, and the ever popular spring, summer and fall day trips. These day trips include sites such as: North Shore Music Theatre, Foliage Trip, Foxwoods Casino, a Day at

the Races, and the Boston Flower Show. Over 200 members of the Golden Age Club had a wonderful evening at this year's annual Holiday Party, held at Boylston's Restaurant in Brookline. Dinner, dancing and entertainment highlighted this marvelous gathering of friends and neighbors. The Brookline Golden Age Club was founded in 1953 and continues to flourish today.

The pool staff continued to make adjustments to meet the needs of Brookline's citizens. New program offerings include: lessons for pre-school children in the a.m.; the A.B.C. (Active Brookline Children) Program, which includes a session of "Swim and Gym", a class which combines the benefits of developing motor and social skills, both in and out of the water, for children ages 20 months to 3 years.

Once again this year, the Brookline Recreation Swim Team, 200 strong, had a very successful swimming season. The hours and hours of practice, in conjunction with the high level of competition exhibited during the swim meets, have proven that this group of fine young people are truly "Champions". Thank you to all the parent volunteers who assisted the swim team members and coaches during this past year. The purchase of six new starting blocks is another step in striving to update and improve the pool facility. Swimming is a life-long sport and critical to the health and well being of the community. Stop by the Brookline Swimming Pool, 60 Tappan Street, site of the first indoor swimming pool in the United States of America, and enjoy a safe, clean, aquatic facility that offers a diverse modern program.

The addition of the Larz Anderson Day Camp, to the present Soule, Pierce and Cypress Day Camps, eliminated a waiting list of sixty children. Children ages four to 13, were delighted with the opportunity to have new experiences in cultural arts, arts and crafts, athletics, nature and outdoor adventures. Daily swimming lessons are offered through this program. Attendance at the extended day camp (later hours for working parents) tripled in 1995.

The C.D.B.G. Youth Employment Program, a federally funded program to provide employment for Brookline resident youth between the ages of 14 to 21, has been most valuable in assisting with the daily operation of the day camps. All C.D.B.G. youths are placed within various



R.A.F.T. Summer Trip



Summer Day Camp participants

town departments or agencies. The majority of these placements take place during July and August, although some youths are placed in year-round part-time jobs. The Hire One Program, a partnership between private business and the town to find additional jobs for youths, placed 43 young people in private sector positions for the summer.

Improvements at the Putterham Meadows Golf Course continue. Phase II of the Putterham Meadows Master Plan (irrigation controls, drainage and underground utility work) were completed. The repair of the clubhouse slate roof was completed in the spring of 1995. Located in the south section of Brookline, adjacent to The Country Club and Pine Manor College, Putterham Meadows is a fine 18-hole golf course designed and built by Stiles and Van Kleeck during the Great Depression, and opened in 1933. The residents of Brookline pay a reduced rate for season and greens fees. All non-resident rates are appropriate and within scale for public golf courses in the Greater Boston Area. The Park and Recreation Commission, and the golf course staff, are very pleased with the progress of the Junior Golf Program, which is developing into a top rate children's event. The Park and Recreation Commission was pleased to sponsor the second annual "Youth Sports Organization" Tournament, as a method of assisting these Brookline volunteer organizations in their annual fund raising efforts.

The Larz Anderson Skating Rink, originally built in 1958, received a much needed upgrading. New ice rink boards, dasher glass, and an outdoor lighting system were installed, and the new Larz Anderson Pavilion was completed.

This new Pavilion will be utilized, and greatly appreciated, by the many citizens and organizations who participate in the many skating programs offered at the rink. Due to the fine design and construction of this new Pavilion, a facility formerly only available for use during the winter months, has been transformed into a year-round resource. This new building also represents an additional facility at which members and organizations of the community can conduct various types of activities, such as: concerts, art exhibits, drama and musical productions, and gatherings of family and friends.

Many programs are operated at the Main Gym

Facility. Over 500 children participate in the Youth and Travel Basketball Leagues; all youth and travel basketball league teams are coached by parent volunteers. The program's objective is to offer a recreational basketball league with the emphasis on participation, not winning. The Men's Senior Basketball League, Junior Wrestling, Saturday Mini Camp, Tap and Ballet Classes and Indoor Tennis round out the Main Gym programs.

Tennis, both indoor and outdoor, continued to be a very popular activity throughout the town. The final phase of the reconstruction of the hard surface tennis courts has been completed and the town now boasts 25 hard surface courts, in excellent condition, for all to use free of charge. The clay courts located at the Amor Playground are scheduled to be renovated during 1996.

Although space prohibits mentioning each program, this report should include a brief word about other new and continued essential offers: Morning Play, for younger children ages 3 years, 6 months to 4 years, 1 month; S.O.S. (Shovel Our Snow), a referral service for citizens who need assistance in shoveling their walk and driveways; After School Enrichment Program, conducted at the Soule Recreation Center, which include transportation from every Brookline grammar school. After the Prom Party, a fun party for the graduating seniors of Brookline High School, organized and conducted by parents, High School staff and Recreation staff to insure the availability of safe activities following the senior prom.

The Park and Recreation Commission and the Recreation staff look forward to implementing new and exciting programs for 1996. Projects already slated to begin in 1996 include: a new filtration system for the pool, new roof on the Eliot Recreation Center, renovation and upgrading of the Soule playground and the renovation of the Brookline Avenue Playground. The accomplishments of this past year were the result of the concerted efforts of the Board of Selectmen, Commission, various town departments, staff, numerous volunteers and our patrons. The members of the Recreation Department are proud of our varied accomplishments, and look forward to working with the Selectmen, committees, and general public during the coming year to fulfill the recreational needs of the residents of our community.



*Junior Golf Program*



*April Vacation Carnival at Main Gym*



# PUBLIC SCHOOLS

## Students and The Schools

Eight K-8 elementary schools feed into Brookline High School. As of October 1, 1995, there were 6,040 students enrolled in the Brookline Public Schools in grades kindergarten through twelve; 4,328 in the elementary schools and 1,712 at Brookline High School. Over 625 of these students require help with their English, either in the English as a Second Language (ESL) or in a Transitional Bilingual Education (TE) program. These students represent 35 language groups, with Hebrew, Chinese, Japanese, Russian and Spanish accounting for over 75 percent of these students. Of the total school-age population, more than 30 percent of the students are from homes where English is not the first language. The nonwhite population of the school is 29 percent; 13 percent Asian, 11 percent African American, and 5 percent Hispanic. The 1983 Senior Class gift was a set of flags, one for each nation represented by Brookline High School students. There are 68 flags.



Brookline High School Students at work. Photo: Kay Canavino

## The Staff

Brookline employs more than 600 teachers, counselors, and administrators in its schools. The administrative staff includes three Assistant Superintendents, a Director of Personnel, eight elementary Principals, a High School Headmaster and Assistant Headmaster, Curriculum Coordinators and Supervisors of the Libraries and Adult and Community Education Program. The activities of the professional staff are supported by approximately 200 civil service personnel. Today we teach students with a wider range of needs, yet our students continue to be academically successful: a higher percentage of Brookline High School graduates go on to four year colleges than 15 years ago; College Board scores have increased over the past five years; and Brookline's scores on state curriculum assessment tests in mathematics, science, social studies, and reading are consistently higher than the state average and considerably higher than communities similar to Brookline.

This year the School Department welcomed Dr. William Ribas, Director of Personnel and Dr. Granville Harris, Assistant Superintendent for Integrated Services.



Director of Personnel: William Ribas

## Director of Personnel

William Ribas is no stranger to Brookline, having taught and served as vice principal at the Runkle School before becoming principal of the Mitchell school in Needham. Dr. Ribas brings to Brookline a strong background in school/community collaboration, and has written widely on helping teachers communicate successfully with parents, and vice versa. He was also instrumental in implementing an integrated curriculum model in the Mitchell School.

"I am very excited to be back in Brookline, a community that cherishes children and values teachers, diversity, and academic excellence. I know the staff continues to be among the best in the country. The position of Director of Personnel is particularly attractive to me because it encompasses the administrative areas most closely matched to my skills and interests." Describing education as a people intensive business, Ribas notes that educators deal with a volume of person-to-person contact unparalleled in any industry. "The key to successful schools lies in the collective outcome of the countless individual interactions that occur between people each day."

"Challenges to public education are greater now than at any time in our history," says Ribas. "School committees and teacher associations will need to be extremely innovative in their approaches to staffing if the effectiveness of public education and the compensation of staff is to continue to improve within the existing budget parameters. Brookline has always been an innovator in education and a creator of solutions to difficult questions. I look forward to working with the School Committee and the Teachers Association as they continue this important work."



*Assistant Superintendent for Integrated Student Services  
Granville Harris*

### **Assistant Superintendent for Integrated Services**

Granville Harris joins the Brookline Public Schools as Assistant Superintendent for Integrated Student Services (formerly Pupil Support Services) after serving for the past 14 years as an elementary principal in the Newton Public Schools. Prior to that Dr. Harris was a guidance counselor and teacher at the elementary and secondary levels in Weston, Newton and Wilmington. Dr. Harris has a doctorate in education from Boston College in administration and leadership. He also has extensive coursework at the undergraduate and graduate levels in teaching, counseling, religion and psychology.

An administrator with excellent people skills, Dr. Harris' organizational strengths and effectiveness in summarizing data and moving projects forward have been at the forefront of his ability to lead schools. He is skilled in recruiting teachers and developing relationships with parents and community members.

Dr. Harris' wide range of experience in elementary and secondary education will bring a new perspective to the integrated student services role. His ability to bring diverse groups together to create a shared vision for core values of high academic achievement for all students, excellence in teaching, collaborative relationships, and respect for human differences will be a valuable asset for the Brookline Public Schools.

"My goal for the office of Integrated Services," remarks Harris, "is the shaping of a department which is truly dedicated to and functions in the best interest of each student."

### **Brookline High School: A School for the 21st Century**

On December 12, 1995, Brookline voters again demonstrated their strong support for the Brookline Public Schools by supporting the Brookline High School debt exclusion ballot question for a \$43 million renovation of Brookline High School. Eighty percent of the renovation will be directed at the infrastructure of the main building, the Unified Arts Building, and the Tappan Street gym, including:

replacement of the antiquated steam heat system  
rewiring of the entire building  
installation of new plumbing and fixtures

Twenty percent of the renovation funds will be spent on upgrading and expanding the three buildings to achieve:

- additional classrooms to meet projected enrollment needs
- updated and expanded library
- technology systems suitable for the future performing arts spaces
- modernization of career and vocational facilities

The architectural firm of Finegold Alexander Associates has been selected as the design architect for the project. Finegold Alexander specializes in renovations and has worked on such projects as the Ellis Island facility in New York City, the Boston Latin Academy at the Shurtleff School in Chelsea. Jim Alexander, Nancy Goodwin and Charles Bradley (a BHS graduate) are the principal architects for Brookline High School and Gilbane Boston has been selected as the construction manager. A Project Oversight Committee includes the Superintendent, the Town Administrator, the Headmaster of Brookline High School, and representatives from the Board of Selectmen, School Committee and Building Commission with the School Department having the major responsibility for program design. The architects and high school staff have been working together to develop a final design that incorporates all the desirable educational components. Nancy Heller, Chair of the School Committee commented, "Our goal is to carefully and lovingly renovate the major institution in Brookline. We want to ensure that the legacy of a wonderful public high school, where generations of Brookline citizens have flourished, is passed to our children and grandchildren."

#### **Other Renovation Projects:**

- Baker School. A feasibility study is being conducted by John Catlin Associates for additional classroom space and upgrading the library.
- Lawrence School. A feasibility study on space utilization is being conducted by Myron Miller and Associates.
- Devotion School. Major repair of the school's infrastructure and replacement of windows are scheduled.

### **Meeting the Challenge of Literacy: Success and Challenge for All Children.**

One of the most exciting new ventures underway at the Brookline Schools is our work in early literacy. The K-3 Literacy Committee has been charged by the Superintendent to assess the current status of literacy in the early grades, develop goals and strategies to address areas of weakness, and put in place an action plan which will ensure that all our students have the skills to succeed in their classrooms today and in the future.



A study of the performance of Brookline students on standardized tests over the past two years has shown that while Brookline students' achievement is far above the national average, a significant percentage of our students at the third grade level fall below the 50th percentile nationally in reading. Both research studies and teachers' experience demonstrate clearly that students who lack strong reading and writing skills at the third grade level experience increasing difficulty in school as they progress in school. The primary goal of the **Meeting the Challenge of Literacy** project is to ensure that every child is reading at grade level by third grade. To this end, teachers and administrators, with the guidance of the Language Arts Coordinator, Naomi Gordon and Dr. Jean Paratore, an expert in the field of early literacy, developed a set of basic guiding principles and essential daily practices for strengthening literacy.

#### Guiding Principles:

As children construct meaning from what they read and hear and communicate meaning verbally and in writing, they become powerful and confident in their use of language;

Children need daily opportunities to read, write, speak and listen in environments rich with print materials;

The curriculum is the same for all children; namely, children's literature, both fiction and non-fiction, competence with language conventions; increased oral and written vocabulary;

Instruction must be differentiated to reflect the differences among the children in our classrooms;

Explicit, direct instruction is vital for reading achievement;

Silent reading in and out of class promotes achievement;

Parent involvement is a vital part of greater gains in reading; and

Assessment strategies should reflect and inform classroom instruction.

#### Essential Daily Routines:

Reading aloud by an adult;

Reading by student of grade appropriate, teacher selected text;

Reading of self-selected text by student;

Talk or write about reading;

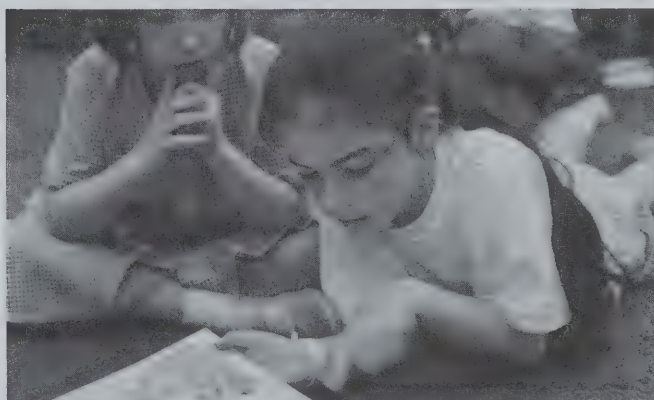
Write, on topic chosen by child or assigned by teacher;

Explicit lesson in word identification or comprehension strategy; and

- Practice by student, independent of teacher

Informed by the Guiding Principles and Essential Daily Routines, the K-3 Literacy Committee has established:

- School-based Literacy Teams in each elementary school, comprised of specialists and K-3 classroom teachers who meet regularly to identify students whose achievement indicates a need for attention, to suggest individualized intervention strategies, to provide extra support for these students, and to monitor student's progress as they move from grade to grade.
- A Professional Development Program for the School Based Literacy Team to ensure coherence, includes a variety of teaching strategies to meet the needs of the diverse student population, and builds a growing-knowledge base among teachers.



Two students enjoying a book. Photo: Kay Canavino

- Activities to involve parents as partners in their children's education.

#### 1995-96 Events and Activities

##### • The Brookline Foundation

This fall we were delighted to accept from The Brookline Foundation an award of \$22,000 to support the Literacy Project. Beyond these critical funds, the Foundation has facilitated our access to Brookline Cable Access Television which has produced three literacy-based programs presented by Dr. James Walsh, Superintendent, Dr. Christy Slavik, Coordinator, and Nancy Gardiner, Executive Director of the Brookline Foundation. The Foundation will also establish a community link to the project - Reading: A Brookline Foundation.

##### • Assessing Reading Progress

Achievements checklists are being developed for each grade level. The kindergarten level lists have been developed by classroom teachers under the supervision of Barbara Murphy, Early Childhood Coordinator. Steve Griffin, a first/second grade teacher at Lincoln is leading a committee of teachers in the development of similar, age-appropriate lists for grades 1 and 2.

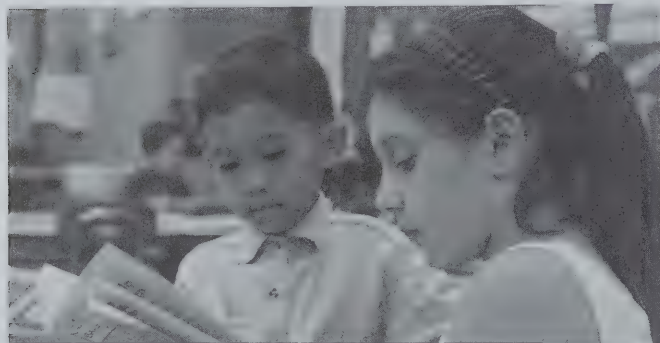
- A Retelling Assessment has been developed by Brookline teachers for grade 2 students. This performance-based assessment identifies and diagnoses weaknesses of 2nd grade students.

### Benchmark Books

All grade 1 and 2 teachers participated in a process designed to identify "benchmark books" for each grade which are used throughout the system as common progress indicators for individual students. The teachers also suggested other books, materials and software which they feel are essential for improved instruction and which will be provided by increased funding to the Language Arts materials and supplies budget to support the literacy initiative.

### Other 1996 activities include:

- continuing work on student assessment strategies for grades K, 1, and 2;
- providing professional development opportunities for K - 3 teachers and specialists;
- disseminate information about the project to all parent/school groups; and planning and conducting summer institutes.

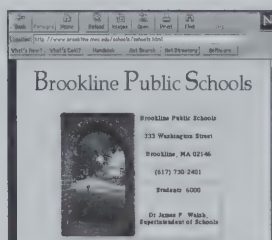


*Students reading together. Photo: Kay Canavino*

### Brookline and The World Wide Web

Beginning last spring, the Brookline Schools announced its arrival on the information superhighway, the internet. Through our internet provider, MECNet, the Brookline Schools has an official presence on the internet and can be found on the graphical portion of the internet known as the World Wide Web at <http://brookline.mec.edu>. Our "home page" shown below includes information about the elementary schools, Brookline High School and the Adult and Community Education program.

Beyond its obvious benefits as an information source for parents and citizens, the internet's most important potential lies in its support of teaching and learning in our schools. In the coming year, grade-level and subject area curriculum coordinators will start surfing the Web to find educational resources and activities for teachers to use in the classroom with their students. For example, below is a tiny sampling of what museum resources with science exhibits will be available to support the K-12 science curriculum.



*Two boys at computer Photos: Kay Canavino*

### **Museums with Science Exhibits on the World Wide Web**

Museum of Science, Boston  
Archeological Museum of Bologna  
Royal Tyrrell Museum  
UC Berkeley's Museum of Paleontology  
The Franklin Museum in Philadelphia  
Exploratorium in San Francisco  
Smithsonian National Museum of Natural History  
Leonardo da Vinci Museum  
The Peabody Museum of Natural History - Yale University  
The Science Museum, London  
Honolulu Community College Dinosaur Exhibit  
LA County Natural History Museum  
New Mexico Museum of Natural History  
Natural History Museum, Berne, Switzerland  
North Carolina Museum of Life and Science  
Museum National d'Histoire Naturelle

The Web is growing at a rate of 15 percent per month, and, although there are important technical and philosophical issues to be addressed before we allow student access, we feel the internet and the World Wide Web represent an invaluable research and information resource to strengthen teaching and learning.



While it is impossible to predict how technology will impact the lives of our current kindergarten students, we predict that it will. We do know that the ability to read and understand large quantities of information, to sort out what is important from what is not, and to communicate ideas in clear, coherent language cannot be digitized. Therefore, while we work to integrate technology into the classroom, we work even harder at teaching students how to manage its power - to think critically, to solve problems, to become strong readers and writers.

On the technical side we are currently working with Cablevision to link all of our elementary schools and Brookline High School into the high-speed, reliable cable network. By the end of the school year all elementary schools will be on the cable loop for internet access. The renovation of Brookline High School includes plans to link the High School into the cablevision network.

### **Adult and Community Education Program**

The Brookline Public Schools' Adult and Community Education Program, the largest non-credit public education program in Massachusetts, has expanded the concept of learning throughout the Brookline community and beyond.

Offering a curriculum of over 400 courses in addition to special and ongoing civic projects during the fall, winter, spring and summer, the program has grown to over 16,000 enrollments. The program provides courses for adults, school children, introductory language training or new residents, and senior citizens.

A broad menu of adult courses which reflect community interest in global affairs such as Chinese, Japanese, Russian, French, Spanish, Arabic, and world affairs, global investing and ethnic music, dance and cooking are offered regularly. Courses focusing on philosophical and spiritual awareness and reflection also respond to active community interest.

Each term, regular program offerings include humanities, music, dance, exercise, arts, business, and investment courses for varying levels of experience. The highly qualified instructors are drawn from Brookline and neighboring towns, and include artists, entrepreneurs, skilled craftspeople and professional educators.

Throughout the year, the Brookline Adult & Community Education Program sponsors a number of

special events: such as the Issues in Social Justice Series and Evenings with Distinguished Persons.

The Brookline Adult & Community Education Program also presents musical events and concerts. In celebration of Black History Month, the seventh annual Gospel Jubilee, held at the United Parish Church in Brookline, featured four outstanding nationally recognized gospel groups. This year's sold out performance was attended by over 900 people.

Ongoing co-sponsored courses with various town agencies, such as the Council on Aging, Brookline Community Mental Health, the League of Women Voters, and the Brookline Public Library continue to be mainstays of the program.

BA&CEP has made continued progress in reaching out to people with disabilities, most notably by providing sign language interpreters for the hearing impaired. In addition, Brookline Rotary has generously donated a Loop system, a personal hearing-enhancement device to aid the hearing-impaired in BA&CEP classes. In March 1992, the Brookline Public Schools and BA&CEP formed a collaborative partnership to provide recreational, social and educational opportunities to students with moderate to significant developmental delays. Through Project WINS, a four-year grant, students are encouraged to pursue their interests in adult education classes. Many of these students have enrolled in driver education, and a variety of cooking, computer and fitness classes. Others have pursued life-long interests in hieroglyphics, voice and acting classes.

Most recently, BA&CEP introduced the Medical Careers Certificate Program, which provides an opportunity for part-time students to earn the skills and experience necessary to pursue careers in the areas of medical front office, medical transcription, medical coding, and third party billing. Through a combination of classroom sessions and internship training, students receive the knowledge and hands-on experience necessary to enter these fields.

Members of Telling Your Story: (Senior Seminar in Autobiographical Writing), a Brookline Adult & Community Education Program course for older citizens co-funded by the Council on Aging, saw the publication of their work in a second volume published by BA&CEP. At the Center of a Life, Volume 2, along with photographs and video tapes, were presented to the Brookline Public Library for public circulation and viewing. Copies of the book are available from the Brookline Adult & Community Education Program at \$15 each. Proceeds go towards the publishing of further works. Through its proud tradition of public schooling, the "business" of Brookline has always been education. The Brookline Adult & Community Education Program built on this tradition, expanding the concept of community education to serve the many diverse constituencies which make up the Brookline community. Our goal is to continue to bring the community together in its essential work-education for the improvement of the quality of life for all its members.



*Brookline Adult and Community Education Students*



# LIBRARY

## General

1995 marked another year of progress at the Public Library of Brookline. Circulation totaled 667,158 in FY-95, a 10 percent increase over the prior year. While library usage was up system-wide, the greatest gains were at the branches where circulation was up 15 percent at Putterham and 14 percent at Coolidge Corner. While a deliberate effort has been made to purchase materials of special interest to our branch library clientele, we believe the additional weekend hours which took effect in January 1995 played a key role in this year's increase.

## Staffing

1995 saw significant change in the staff and its organization. In February Deborah Abraham, Coolidge Corner Supervisor, resigned to become the new director of the Frederick E. Parlin Memorial Library in Everett. During her 20-year career, Debbie distinguished herself in a number of positions at all three of Brookline's libraries. Ellen Gilmore, Reference Librarian at the Main Library, retired after 27 years of dedicated service. Both of these employees will be missed by staff and patrons alike.

In our continued efforts to provide better service, the library implemented a staff reorganization as part of its FY-96 budget plan. The position of Head of Technical Services was eliminated; its duties combined with those of an existing Librarian IV to create the new position of Supervisor of Support Services. Using funds made available by this change, a full-time library assistant was hired for the Main Library circulation desk. The part-time staff budget was also increased to provide needed coverage at busiest times and a small budget was established for staff training and development activities. Later in the year, Anne S. Reed was named Supervisor of Reference and Information Services. An important part of Ms. Reed's duties will be to manage the ever increasing reliance on electronic information technology that is certain to evolve in the years ahead. All of these staff changes enhanced service and were made within the confines of the existing budget.

## Service

During 1995 increased emphasis was placed on staff and patron training. Staff attended a wide range of in-service training sessions on use of reference materials, computer technology, the Internet and other patron service issues. In addition to providing more than 20 orientation sessions for Brookline students, the library also implemented an ongoing program to train the public in the use of library resources.

The library continued to expand its use of technology in 1995. In July Internet access was made available to the public via a terminal in the reference room at the Main Library. It is our intention to expand access to the branches in the upcoming year. Two CD ROM workstations with the capacity to hold 14 discs were installed at

the Main Library during the summer. ProPhone, which contains over 92 million telephone listings from all over the United States, was the first title made available with three others added by year's end. Additional reference titles will be made available in the coming months. In addition, a TTD, telecommunications device for the deaf was purchased to enable the library to communicate with hearing impaired patrons who cannot use a conventional telephone. As the year came to an end, staff in both branches and the children's department were being trained in the use of multi-media workstations which will be made available for children's use in early 1996.

Volunteers continued to play an important role, assisting the staff in a variety of ways. At the end of 1995 the library enjoyed the support of 38 active volunteers who provided an average of 105 hours of service each week. In June the Friends of the Library hosted a luncheon to honor the support provided by this invaluable group.

The Brookline Library Music Association sponsored six concerts in 1995 with an average attendance of approximately 50. The "Telling Tales" series continued offering ten programs in 1995.

## Trustees



*Trustee Chairman Peter Epstein discusses an issue with C. Stephen Bressler, Director of Human Relations Youth Resources and Coordinator of the ADA Transition Team.*

At the May election Gary Jones joined the Board, having been elected to fill a one-year term. Starting in May the Trustees began a six-month process of analyzing the space and program needs of the library for the next 20 years. After Library Management Consultants reviewed the library's long-range plan and local demographic data, they then applied state and national standards to analyze the materials collection and develop a written building program. The current building was found to be inadequate in a number of areas. There is inadequate space for children's services and insufficient shelving for large print, paperbacks, and non-print materials. More than one-half of the adult collection is in closed stack and thus receives very little use. Of the total 67,000 square feet of space in the current building, only 28,000 square feet is accessible by the public. The heating and air conditioning system performs poorly, and the electrical system is not designed to accommodate vital new information technologies. There is poor lighting and inadequate seating throughout the building, and the building



currently does not comply with the standards set forth in the Americans with Disabilities Act.

In evaluating the collection, the consultants found great strength and heavy use in some areas such as art, social sciences and the humanities. At the same time, they determined that a large portion of the adult collection was receiving very little use. It was recommended that a large number of these tattered and out of date items could be weeded from the collection to make the remaining items more accessible. It was also recommended that by placing greater emphasis on electronic information sources and enhanced methods of resource sharing the size of the collection could actually decrease, and the quality of service be enhanced.



*The Main Library*

Having developed a building program, Trustees and staff then worked with Farley Associates, an architectural firm from Danvers, to assess the feasibility of renovating the existing library to meet the projected 20-year needs of Brookline library users. The final report proposes the renovation of the Main Library in a manner that will increase the amount of public space from the current 3,000 square feet to over 47,000 square feet. In November Town Meeting voted 185-5 to authorize the Trustees to submit an application to the Massachusetts Board of Library Commissioners for a grant which, if funded, would pay one-third of the project's total cost. As 1995 drew to a close, the Trustees were in the process of developing these plans in anticipation of an April 10, 1996 application deadline.

### Capital Improvements

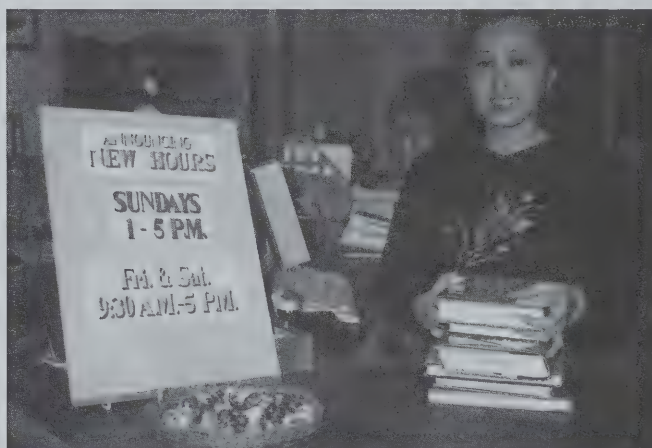
A burglar alarm and new key access system were installed at the Main Library to improve security at this important facility. By the end of 1995 all three libraries were connected to a "central station" at the Brookline Police Department. The Department of Public Works also made repairs to the sidewalk in front of the Main Library to eliminate the safety hazard caused by the badly deteriorated brick sidewalk.

### Friends of the Library

The Friends continued their efforts in support of library services in 1995. Their contributions included the purchase of books, videos, compact discs and display furniture. They also supported a series of summer programs for children, and ongoing staff development activities. Their annual booksale held in October was the most successful in their 21-year history.

### Branches

As mentioned above, circulation at both branch libraries increased during 1995. At Putterham a small collection of Russian language materials was established to serve a growing Russian speaking population in the South Brookline area. Both Putterham and the Coolidge Corner libraries emphasized service to young children and senior citizens. A series of special programs held at Coolidge Corner focused on Spanish and multicultural themes. These programs were supported by the Blossom Fund and attracted more than 300 visitors to the branch library. In October Coolidge Corner received a Library Services and Construction Act grant of \$8,915 to provide improved services to the Chinese community. Starting in January 1995 the hours of service at both branch libraries were expanded permitting us to open the Coolidge Corner library on Sundays, and the Putterham branch on Saturdays during the academic year.



*Ting Ying, library assistant checks out books as Sunday hours are reinstated at the Coolidge Corner Library.*

### Schools

Communication and cooperation continued between the library and Brookline Public Schools. In addition to hosting class visits and orientation sessions for Brookline school children, the Brookline Early Education Program began to offer four programs per week for parents and



toddlers at the Coolidge Corner library.

Trustees and staff wish to acknowledge the ongoing support provided by the Board of Selectmen, Advisory Committee, Town Meeting, and most importantly the residents of Brookline. We look forward to working with the entire community to provide the residents of Brookline the best possible library service in the years ahead.



# PLANNING AND DEVELOPMENT

## Planning Board and Department

### Organization and Function

The Planning Board is a five-member citizen committee appointed by the Board of Selectmen to serve in an advisory capacity on town planning and community development issues. Robert DeVries continued as Chairman of the Planning Board, represented the Board on the Design Advisory Team for the Brookline Hospital site, and served on the Project Senior Center Advisory Committee. Dixon Bain continued as Planning Board clerk, chaired the Design Advisory Team for the Walgreen's proposal at the Longwood Buick site, and represented the Planning Board on the Housing Advisory Board. Jerome Kampler represented the Planning Board on the Open Space Plan Committee and served as Chairman of the Design Advisory Team on the Longyear property. Kenneth Goldstein represented the Board on the Moderator's Committee on Home Professional Offices. Catherine Cagle, appointed to the Board in 1993, regrettably resigned her position in December, due to relocation.

The Planning Department serves as staff to both the Planning Board and the Board of Selectmen. The department, with six full-time professional planners plus the Housing Rehabilitation Office, is administered by Planning Director Jay Woodward, who is appointed annually by the Board of Selectmen. Clerical support is provided by Senior Secretary Linda Hickey and CD/Rehab Secretary Derick Yung.

Jay Woodward continued as Brookline's representative on the Metropolitan Area Planning Council, serving on the Council's Executive Committee. He also continued to serve on the Massachusetts Environmental Affairs Secretary's Technical Advisory Committee on the statewide Comprehensive Outdoor Recreation Plan. Further, he represented the town at numerous Urban Ring Compact meetings, along with representatives of Boston, Cambridge, Somerville, Chelsea, and Everett, to explore the possibility of a crosstown rapid transit system linking the existing radial "T" lines.

Senior Planner Polly Selkoe provided administrative and technical support to the Senior Center Committee which held numerous community meetings and successfully lobbied Town Meeting for CDBG funds for architectural plans and specifications and for permission to accept a gift of land at 93 Winchester Street, not far from the center of Coolidge Corner.

### Zoning and Development Review

The Planning Board reviewed 64 Board of Appeals cases in 1995, compared to 53 cases in 1994, reflecting a growth trend in development. Design review of signs, awnings, and facades increased slightly from 100 to 103, bringing the total 1995 caseload to 167, compared to 153 last year. This is the highest number of cases since 1989. Senior Planners Polly Selkoe and James White researched the zoning cases, staffed the design advisory teams, and guided the applicants/developers

through the planning process and the Board of Appeals hearings. Senior Planner Ty Zeigler prepared the design review reports and presented them to the Planning Board.

There were several significant development proposals reviewed by the Planning Board this year: a new synagogue designed by Graham Gund Architects for Young Israel at 62 Green Street to replace the one that burned down in 1993; a Walgreen's drugstore at the Longwood Buick site; a new town garage on Hammond Street, on the prior site of the town incinerator; a cluster development at the Friary, 49 Rawson Road, with one unit in the existing mansion, three units in the existing Chapel building, and five units in new structures; 114 units of assisted living at the former site of the Brookline Hospital with a conservation restriction on the wooded hillside at the rear of the property; a Gulf gas station and new CVS drug store at the corner of Route 9 and Chestnut Hill Avenue with enhanced landscaping; and preliminary review of proposals for apartment buildings at 77 Marion Street and 156 Lawton Street and a 49-unit condominium development on the Longyear property.

Design Advisory Teams were formed to assist the Planning Board in its review of the cluster development at the Friary, Walgreens at the Longwood Buick site, the assisted living residence at the Brookline Hospital site and the condominiums at the Longyear Property.



*New construction at Rosemont (The Friary)*

Design review of signs, awnings and commercial facades is an important responsibility of the Planning Board in preserving the appeal of the town's commercial areas. Attractive signs and awnings approved in Coolidge Corner included Zaatari's Oven, India House, Trade Joe's, The Casual Cup, Party Favors, Relax the Back, Breugger's Bagel Bakery, and Cragin Fife Gallery. On lower Beacon Street, new approvals are Bini Vini, Fellucci and The Wine Press. Brookline Village merchants and citizens have commented that they are very impressed by the quality of the renovation of the Brookline Post Office completed this year. Pomme Frite, a new restaurant with a renovated facade and new sign, has improved the appearance of the Chestnut Hill area along with the new addition to 1160 Boylston Street and Kosmima's.





*New signs - Coolidge Corner*

location to that space. Of special note is the approved renovation to the fanciful and elaborate building at 888 Commonwealth Avenue which will house the Kidney Center. Its facade, which was covered for many years with inappropriate materials, is now being restored.

The Planning Department also provided technical advice to the newly appointed Economic Development Officer and her Economic Development Advisory Board (EDAB). Senior Planner Polly Selkoe provided background information on the six year effort of EDAB's predecessor, the Development Committee, and the zoning amendments it sponsored and Town Meeting subsequently approved. The Planning staff also is working cooperatively with EDAB on facilitating current appropriate development proposals and related zoning amendments.

### **Zoning Amendments**

The Planning Department submitted two zoning proposals on signage to the 1995 Fall Town Meeting, which were passed. The first eased the prohibition on rotating barber poles by allowing the Planning Board to evaluate on a case-by-case basis whether in a given location a rotating barber pole is appropriate. The second gives the Planning Board the flexibility to allow a limited amount of extra signage for upper floor commercial uses at the second floor level of a building, when the sign allowance for building has already been used by first floor occupants.

The Planning Department also provided technical information to a citizen submitting a zoning amendment petition to allow psychologists and licensed clinical social workers to have home professional offices by special permit in single family districts. Town Meeting referred this petition for further study to a Moderator's Committee.



*Brookline Village Post Office - designed to fit historic context*



*New sign and facade - Chestnut Hill*

### **Community Development Block Grant Program**

A wild and spirited roller coaster ride would best describe the administration and implementation of the Community Development Block Grant. HUD, in an effort to create a more comprehensive process for this formula grant, the HOME program, and two other such grants, mandated the Consolidated Strategy Plan. This new document took on a tri-fold purpose: 1) planning document, 2) application, and 3) long-range strategy plan. Over a half year period, meetings were held to examine and define needs and resources, and how best to utilize them over a five-year period. The town successfully maneuvered its way through a maze of new regulations and produced its first Consolidated Plan. The Council for Planning and Renewal's Community Development Committee working with the Housing Advisory Board helped prepare recommendations for the block grant and HOME programs respectively. Gail M. Lewis, CD Administrator, with the assistance of Senior Planner Robert Leigh prepared the Consolidated Strategy Plan.

Given a slight increase in funding, the town's commitment to projects fell to 27 in number. Nevertheless, more money was committed to infrastructure improvements than had occurred in the prior seven year period. Overall the town maintained its commitment to the objectives it had set forth for the block grant program, while meeting new program requirements. CD eligible parks worked on this year were St. Mark's Square, Olmsted/Riverway Parks, and Brookline Avenue Playground.

### **Policy Planning**

Housing policy planning continues to be a major activity within the Planning Department due to significant changes in the policies and procedures used to apply for housing assistance from the US Department of Housing and Urban Development (HUD) and the loss of local rent control protections, as mandated by the passage of Ch. 282, Acts of 1994.

At the federal level, HUD mandated that the town prepare a single document outlining its overall plan to provide affordable housing, a suitable living environment, and expanded economic opportunities for low- and moderate-income persons in the town over the next five years.





*Brookline Arts Center handicapped ramp and parking, a CD project*



*Emerson Gardens - a new CD park*

This Consolidated Plan included a housing needs assessment, a housing market analysis, and a five-year strategic plan as well as a one-year action plan for how the town would use federal, state and private resources to meet these goals. The resources incorporated in the Consolidated Plan included CDBG and HOME funding, as well as Section 8 Certificates, Section 8 Vouchers, and other state housing subsidies to the Brookline Housing Authority, along with other sources of private funding.

At the state and local level, the town is now faced with the impact of Ch. 282 of the Acts of 1984, which provided for the immediate loss of rent control protections for most units then under rent control, except for units occupied by certain income qualified families, elderly, and handicapped residents. Seventy or so of these residents living in condominiums automatically lost rent control protections as of December 31, 1995, and another 400 or so living in rental units will lose their rent control protection as of December 31, 1996. After this, rent control in Brookline will not exist.

Town Meeting voted to create a Moderator's Committee on Housing at its annual meeting in May of 1995. This Committee was established to review the town's existing affordable housing policies and available housing resources, to investigate the scope and impact of the removal of rent control protections on its low and moderate-income residents, and suggest programs and strategies to deal with the negative effects of this loss of rent protections. Senior Planner Robert Leigh is the staff for this committee and continues his responsibilities as staff to the Housing Advisory Board as well.

The Selectmen then re-allocated CDBG funding to hire a housing access specialist as a consultant to help low-income residents of the town who were losing their rent control protections. The prime objective of this consultant is to contact each income qualified resident still under rent control, assess their situation, and provide them with assistance in a broad range of activities, such as completing BHA applications or Section 8 Certificates, locating subsidized housing outside the town, dealing with landlords, and how to deal with moving if necessary.

At the same time, a committee called the Housing Resource Committee was formed to meet regularly with the housing access specialist, to provide advice, recommend strategies, and assist with difficult situations. This committee consists of two Selectmen and representatives of the Brookline Housing Authority, the Council on Aging, and landlords of both conventional and assisted

housing developments. Senior Planner Robert Leigh served as staff to the Committee.

Mr. Leigh and Ms. Sara Wallace also prepared the HOME Project Agreement and all necessary appendices for the HOME funded Security Deposit Assistance Program. Under this program, income qualified rent control tenants losing protections are eligible for a security deposit grant of up to one month's rent should they move or negotiate a new lease on their present unit. This program has been approved by the Brookline, Newton, Waltham, Watertown HOME Consortium.

## Housing Programs

The town's Housing Rehabilitation Office (HRO) continues to provide low-cost loans, grants and rebates to low- and very-low-income property owners and their tenants throughout the town. Program Coordinator Bruce Genest has managed a wide variety of federal and state funded programs, to provide financial and technical assistance to eligible applicants. Ray Therrien continued as the HRO's Rehabilitation Specialist, working directly with applicants and their contractors. Sara Wallace provided legal assistance and guidance with all negotiations, mortgages, liens and contracts.

The HRO, utilizing the CDBG Revolving Loan Fund, provided financial and technical assistance to complete repairs and substantial improvements in six units during 1995, with total public and private investment of more than \$93,000. In addition to CDBG funds being used for rehabilitation purposes, an additional \$47,750 of financial assistance was provided to assist two low-income home buyers in the purchase of affordable housing (condominiums).

The HRO has provided both financial and technical assistance with two single room occupancy (SRO)



*Federally funded housing rehabilitation project*



rooming houses within the town. A \$148,000 loan was provided to assist in the purchase of a 29-room property off Beacon Street. With the town's HOME funded assistance, owner cash, and a first mortgage, this \$35,000 purchase allowed the owners of this project to set aside 15 of these units to remain rent affordable to low-income tenants for 15 years. Another rooming house on Beacon Street received a loan in the amount of \$106,000 to substantially improve the electrical, plumbing, fire suppression, and detection systems throughout the building. Additional new bathrooms were installed on all floors, and the kitchen area was replaced. Including owner cash and town provided financial assistance, the total rehabilitation costs for this project exceeded \$110,000. All 23 units of this project will remain at affordable rents for 15 years as per federal regulation.

The HOME program also provided assistance to low-income families seeking to buy affordable condominiums within Brookline through the Down Payment Assistance program (DPAP). A total of \$148,000 in no cost loans were utilized to assist these low/very low-income families in purchasing their condominiums. The HOME funded DPAP leveraged an additional \$382,000 of private financing to make affordable home ownership a dream come true for these families.

The HRO provided financial and technical assistance to preserve and make affordable 51 units of rental and owner-occupied housing in 1995. A total of \$1,500,000 of private and public monies have been invested within the town to meet these needs.

## Capital Improvements Program and Technical Services

The Planning Board continued the Capital Improvements Program process, reviewing proposed capital expenditures of town departments and evaluating them in terms of priorities, fiscal impact, and relationship to the Comprehensive Plan. The Board worked closely with the Town Administrator who includes the Capital Improvements Program within his annual Financial Plan. This year the proposed program will be more firmly grounded financially because of the fiscal limits recommended by the Town Administrator and adopted by the Selectmen. The Capital Needs Assessment of all town and school buildings, a high priority of the Planning Board, is underway and will be important in the formulation of the CIP in the future.

As in previous years, the Planning Department provided technical and design services to many town agencies, citizen groups, and individuals. Department staff attended more than 200 evening meetings during 1995. Planning staff Ty Zeigler and John Furlong assisted the Park and Recreation Commission in capital programming for park and playground renovation. Community facilities worked on included the High School, Main Library and Town Center review of consultant proposals. Warren Playground and Heath Playground were completed, while work was slated on Runkle, Griggs, Baker, and Schick Playgrounds.



Heath School play equipment



# Housing Advisory Board

Town Meeting established the Housing Advisory Board in 1987 as successor to the town's Affordable Housing Committee. The Housing Advisory Board assists the Selectmen in setting priorities for the use of federal housing funds and in monitoring their use and effectiveness. The board's activities include holding public hearings to receive citizen input and working with Planning Department staff both to frame and to implement the town's affordable housing initiatives.

Charged with addressing affordable housing issues and opportunities in Brookline, Board members bring diverse career experience and perspectives on housing which complement the professional full-time staff at Town Hall. This diversity is also reflected in the Board's structure.

## HOUSING ADVISORY BOARD - 1995-96

| Member                     | Appointed by       |
|----------------------------|--------------------|
| Roger Blood, Chair         | Selectmen          |
| Valerie Zimber, Vice Chair | Selectmen          |
| Dixon Bain                 | Planning Board     |
| Richard Benka              | Selectmen          |
| Deborah Bickoff            | Rent Control Board |
| Leslie Fabian              | Housing Authority  |
| Kenneth Jacobson           | Selectmen          |

Federal funds for affordable housing from the U.S. Department of Housing and Urban Development (HUD) come to Brookline through various programs and channels. Nearly 90 percent of federal funding for Brookline affordable housing, which totaled \$10.3 million in FY-95, goes to support low-income rental housing administered by the Brookline Housing Authority. BHA's federal funding is used both to maintain and improve the Authority's own properties and also to assist low-income residents with rental vouchers and certificates to secure private housing they can afford.

The remaining HUD funds available to Brookline, including Community Development Block grants and HOME program funds, offer the town more discretion to target other specific needs. The town's eligibility to receive this support is conditioned by HUD upon membership in a four-community consortium consisting of, in addition to Brookline, Newton, Watertown and Waltham.

**The Consolidated Plan.** The town is required to prepare and annually update a Consolidated Plan for federal affordable housing assistance. A major responsibility of the Housing Advisory Board is to provide member input and conduct public hearings to assure that the Consolidated Plan is both workable and reflective of the community needs and desires. Central to this Plan is the setting of priorities for the deployment of limited resources. Current top priorities include:

- supporting the town's non-profit housing development corporation, known as the Brookline Improvement Coalition (BIC) in its efforts to acquire and renovate a lodging house that will be permanently affordable for low-income residents.

- providing opportunities for low-income renters to become first time homeowners in Brookline.
- channeling resources to meet the needs of low income residents in transition from rent-controlled to market rent housing as identified by the town's Housing Resource Counselor.

**Single Room Occupancy Housing.** SROs or lodging houses, as they are also known, have proven to be effective in helping low-income adults avoid homelessness. While private SROs have become scarce in Brookline, the need has not decreased. Housing Advisory Board members have been working diligently with the BIC, local lenders and federal funding sources to finance the acquisition and renovation of a Brookline property to address this high priority affordable housing objective.

**Low-income Homeownership.** One of the Housing Advisory Board's major success stories is the creative development and implementation of a cost-effective down payment assistance program for aspiring low income renters in Brookline. Twenty-one households to date, nearly half of them headed by single parents, have received interest-free loans averaging \$22,000 empowering them to become Brookline homeowners.

## First-time Homebuyer Program Highlights

|                            |          |
|----------------------------|----------|
| Average purchase price     | \$96,600 |
| Average interest-free loan | \$22,000 |
| Average down payment       | \$10,500 |
| Average monthly income     | \$2,230  |
| Average monthly payment    | \$603    |
| Average payment-to-income  | 27%      |

**Rent Control Transition.** Of the 4,200 households under rent control in 1994, 487 low-income households qualified for a state-mandated extension of rent controls through the end of 1995 or 1996. The town has employed a housing resource counselor to determine systematically which of these households in transition may be unable to secure adequate housing when their rent control protection expires. The Housing Advisory Board has reallocated substantial HOME funds for transitional assistance in the form of one-time security deposit grants. The Board continues to seek other workable means to assist low-income tenants who, on their own, are financially unable to adjust to the imminent ending of Brookline rent control.

**Beyond the Rent Control Transition.** Looking forward, the Housing Advisory Board seeks to leverage scarce public resources to provide long-term affordable housing options for Brookline residents. Creativity and flexibility will be paramount. Whatever works well - be it the delivery of permanently affordable dwelling units or assisting people to choose and own their first home - will continue to be encouraged and supported.



## Moderator's Committee on Housing

At the 1995 Annual Town Meeting, it was voted to establish a Moderator's Committee on Housing. The mission of the Committee is to investigate and report back to Town Meeting with respect to ways in which the town may be able to fill the void caused by the end of rent control.

The Committee is comprised of the following individuals:

Judy Alland (Town Meeting Member)  
Dixon Bain (Planning Board)  
John Clancy (Architect)  
Pamela Goodman (Representative,  
Brookline Housing Authority)  
Rachel Goodman (Town Meeting Member)  
Roger Stern (Landlord Representative)  
David Trietsch (Town Meeting Member)  
Jay Woodward (Brookline Planning Department)

As part of its charge from the Moderator, the Committee reviewed the town's existing affordable housing policies, plans and programs, focusing especially on what funds are available, how they are used, and how priorities are established. It then reviewed data provided by the Rental Board and discussed the scope and impact of the removal of Rent Control protection for existing income qualified tenants in certain types of units.

One of the first recommendations of the Moderator's Committee was to advise the Selectmen to hire a housing access consultant to help low-income residents of the

town losing their rent control protection. This consultant will contact each income qualified resident still under rent control, assess their situation, and provide them with assistance in a broad range of activities, such as completing BHA applications for subsidized housing or Section 8 Certificates, locating subsidized housing outside the town, dealing with landlords, and how to deal with moving if necessary. This housing access specialist is now under contract to the town, and her contract is administered by the Planning Department.

At the same time, the Moderator's Committee on Housing recommended that a working committee, chaired by two members of the Board of Selectmen, be formed to meet regularly with the housing access specialist to advise and recommend strategies and assist her with difficult situations by becoming involved in the process when necessary. This committee has been formed and consists of two Selectmen and representatives of the Brookline Housing Authority, the Council on Aging, and landlords of both conventional and assisted housing developments. Senior Planner Robert Leigh is the staff to this committee.

Over the next several months, the Committee will undertake a review of the town's current housing programs and policies and return to Town Meeting with an evaluation and set of recommendations as to changes or further actions to increase and/or preserve the supply of affordable housing in Brookline.

## Metropolitan Area Planning Council

In order to increase its ability to serve local communities, MAPC has made an increasing effort over the past year to add new programs and technologies that will enhance existing programs. The agency recently purchased MassTrac and MuniLaw, two services that allow MAPC to answer questions on current legislative action and local zoning and general bylaws.

The agency's Data Center recently compiled new community profiles for each community and developed household forecasts for the region. These projections will be used in planning for new infrastructure and in the delivery of municipal services in the region.

Transportation issues continue to be a major concern for local municipalities. MAPC works with them to help get their projects ready for the Transportation Improvement Program (TIP). In addition, this year the agency introduced Commuter Check, a program that utilizes a federal subsidy to allow employers to provide their employees with a tax free transportation benefit. Any size business can participate.

Two other transportation-related programs that MAPC has worked on are the Greater Boston Clean Cities Initiative and the Regional Bicycle/Pedestrian Committee effort. The Clean Cities Initiative is a national program that assists communities and public agencies in acquiring clean fuel vehicles by assisting with the incremental cost differences between these vehicles and conventional fuel vehicles. Through this program, communities have the opportunity to acquire electric or compressed natural gas vehicles for use in their fleets. MAPC has also been very instrumental in helping with bicycle planning efforts including helping to develop a

regional bicycle/pedestrian plan.

The Council continued its active legislative efforts on behalf of its cities and towns. On the state level, MAPC played an active role in passing, supporting, and/or initiating the Metropolitan Highway System, the Open Space Bond bill, the River Protection bill, the MegaBoston bill, the budget, the Transportation Bond bill, and the Growing Smart legislation. A successful amendment proposed by MAPC to the Metropolitan Highway System bill requires the state to disclose the results of a feasibility study on creating a dedicated funding source for the Central Artery to local municipalities for their review before the state can take any legislative action.

This past year, MAPC placed an increasing emphasis on federal legislative priorities. MAPC met individually with six members of the Massachusetts delegation to discuss important federal legislative initiatives affecting local and regional efforts, including the reauthorization of the Economic Development Act (EDA), the Safe Drinking and Clean Water Acts, Housing and Urban Development (HUD) reform, and the reorganization of the Department of Transportation.

The MAPC subregion, the Inner Core, heard a number of special presentations over the past year, including an update on the Inner Ring, a presentation from the Boston Organizing Committee on the possibility of designating Boston as the site for the 2008 Olympic games, the North-South Rail Link project, and the Megaplex/Convention Center issue. In addition, the group discussed the TIP and the Regional Transportation plan.



# Economic Development

The past year was filled with start-up activities and accomplishments. The town's first Economic Development Officer began work on April 24, 1995, and the Economic Development Advisory Board commenced work in early May. The Board's mission is four-fold:

1. Encourage appropriate economic growth.
2. Foster the prosperity of businesses in the town's commercial areas.
3. Enhance the town's built environment by promoting design excellence in new development.
4. Preserve and enhance the character of neighborhoods.

This report will explain the Board's approach to its work, and then focus on some specific accomplishments in the substantive areas of economic development.

## The Economic Development Advisory Board

An important first task was to organize and develop an approach to the Board's work. The initial eight-member Board was expanded over the summer when four additional members were appointed, bringing the total complement to 12. Board members represent the various professions associated with economic development - real estate lawyers, consultants, financiers, marketing specialists, architects, urban planners, and developers - and bring a level of energy, creativity, and expertise that has shaped the direction of this new endeavor. In addition, members come from all sections of the town and as such are sensitive to the specific needs and concerns of local neighborhoods.

The Economic Development Advisory Board (EDAB) meets once a month, with meeting chairmanship conducted alternately by the two co-chairs, Robert I. Sperber and Thomas J. Nally. Throughout the month, members meet in various subcommittees: all members are on one standing committee, and many serve on numerous ad-hoc committees as well. The standing committees are:

**1. Development Strategy.** Beginning with areas where Town Meeting recently enacted zoning changes, this committee is examining ways to promote good development opportunities, pro-actively and in a coherent fashion. The committee has begun the process of educating itself about the land conditions and marketplace demand. It is not only looking at immediate opportunities, but is also working on a program for longer-term development.

**2. Project Facilitation.** Brookline is known for having a lengthy and complex approvals process, both for new development and for approvals for new businesses. This committee is trying to simplify and expedite project approvals over time, in a manner that allows for continued consultation with and input from community members. The first step for the group is to develop a com-

plete understanding of the current processes, and the group is working on creating a "map" of the approvals process.

**3. Communications and Outreach.** This committee works on improving the image of Brookline to the development community, in order to encourage interest among good, quality developers and businesses. This critical work will help establish a climate which fosters creativity in the development process. As a first part of its work, this committee drafted a mission statement for the group, identified possible audiences for the materials we generate, and began defining the specifics of an educational campaign about Brookline.

In addition to these vital standing committees, the EDAB has established ad-hoc sub-committees for each development project underway (for more information on the work of these project subcommittees, see "Facilitating Appropriate Development"). In other cases, EDAB members take the lead in forming special committees with community volunteers, such as for First Light Night (see "Strengthening Commercial Areas").

Finally, the Board is working hard to be collaborative and inclusive. The Board values Brookline's long-standing tradition of extensive public participation, and thinks this is an asset in efforts to promote appropriate development. Good development can work to promote the town's open space and preservation objectives and minimize negative impacts to neighbors if the Board is aware of these complementary goals. Thus, not only has the Board made extensive outreach efforts to neighbors around all development projects, it has also contacted other town boards and commissions and sought to understand their perspectives on development. In its first year the Board met with the Conservation Commission, the Board of Selectmen, and the Planning Board, and hopes to expand this list next year.

## Facilitating Appropriate Development

Developers who have purchased sites, or are considering sites, in Brookline are being guided in how to respond to town and neighborhood concerns, as well as being assisted through the comprehensive regulatory process, by the Economic Development Officer and members of the Economic Development Advisory Board. The process begins with an initial presentation by the developer to the EDAB. The Board analyzes the request, determines its appropriateness, and sometimes asks for revisions in the proposal. Once the EDAB feels there is a proposal worth championing, a schedule for neighborhood consultation and general community input is established with the developer. The role here is twofold: helping the developer present his/her proposal to neighbors and regulators, and helping neighbors get their concerns heard and addressed by the development team.

As mentioned above, a committee has been assigned to follow each development project - meeting with the developer regularly to refine the proposal,



ment of regulatory bodies. The partnership thus established helps facilitate the project's successful completion.

The first project reviewed by EDAB to begin construction was the development of a new assisted living complex on the site of the old Brookline Hospital. After years of sitting vacant, the redevelopment of the property is now underway. In late 1996, 115 units of assisted living are expected to open. The project will provide a much needed alternative to nursing home care for our senior citizens for whom completely independent living is no longer possible in a very attractive facility. Fifteen percent of these units will be set aside permanently for low- and moderate-income residents; a community room will serve not only the residents but neighbors as well; and a new landscaped traffic island across from the property will benefit the broader community. In addition, the developer gave the town a conservation restriction of nearly 2.5 acres of the site, assuring its permanent maintenance as open space, and made a significant financial contribution towards the town's new senior center. Importantly, this land will be permanently on the tax rolls, generating significant new property tax revenues.

### **Strengthening Commercial Areas**

Following a strong Town Meeting mandate to focus on commerce, the Board has been working with local merchant associations to promote the interests of each commercial area. Specific actions this year included:

- Placement of promotional messages to attract Boston visitors to Brookline on a computer-based tourist information service located in downtown hotels.

- Co-sponsoring public celebrations to draw attention to our commercial areas. Especially successful was **First Light Night**, with more than 65 performances and ten art displays throughout Brookline stores in Coolidge Corner, JFK Crossing, Brookline Village, and Washington Square. The turnout was very good for a first-time event, and merchants report satisfaction that people were introduced to their stores at the beginning of the holiday shopping season.

- The Board is beginning to monitor turnover of commercial space and help landlords find appropriate tenants that complement existing shops. More work in this area is anticipated in the coming year.

### **Bringing Resources to Economic Development**

Being a start-up operation with only one part-time staff person but a large agenda, the Board has leveraged

resources by recruiting, on a pro-bono basis:

- five M.I.T. graduate students to assess the financial needs of small businesses in Brookline.
- two Emerson graduate students in marketing to promote First Light Night and other events.
- four community volunteers who worked on First Light Night.
- two M.I.T. master's students in urban planning to do internships, gathering data about potential development sites, and developing a commercial space inventory as a baseline for future planning efforts.

### **Lessons from the First Eight Months**

The services of the Economic Development Office are now in high demand. Weekly phone calls are received from developers, businesses looking to locate in Brookline, existing businesses, commercial property owners, and citizens looking for answers to their questions and help with their goals. The office is filling a critical gap in town government, as before there was no central clearinghouse for information and assistance to the business community. We continue to build a solid information base from which to answer inquiries and provide assistance, where appropriate.

The Board has learned much about the Brookline business community. Its uniqueness is a real asset, and the town's commercial areas are a key factor in attracting people to Brookline - to shop, to live, and to visit. Moreover, the business community has been consistently generous in supporting local causes, including our schools. First Light Night alone raised approximately \$3,500 from business donations for arts programs in Brookline schools. As people get to know more about our local businesses, they come to appreciate and value them. Therefore, promotional activities will continue to play an important role in the Board's work.

Finally, we have learned that good development can occur in Brookline. Despite the myths that it is impossible to get approvals because of consistent neighborhood opposition, we have found quite a different reality. Neighbors, in our experience, behave reasonably in their advocacy of local issues. The town's, in partnership with the developer's, willingness to listen to and address their concerns is paramount and produces better development. We are convinced that citizen activism and participation in the development process is an asset, not impediment, to good development. This fundamental belief shapes our continuing work to guide individual developers through the regulatory process and to design improvements to the process itself, so that we facilitate an inclusionary, more efficient, development process.

# Brookline Housing Authority

## General Information

During 1995, the membership of the Authority was as follows:

Frank M. Moroney, Chairman  
Barbara Dugan, Vice-Chairwoman  
Leslie Fabian, Treasurer  
A. Christina Wolfe  
Pamela Goodman  
Brian Cloonan, Executive Director

The following programs are administered by the Authority:

### FEDERAL ASSISTED UNITS

|                          |         |    |
|--------------------------|---------|----|
| Walnut Street Apartments | Family  | 72 |
| 22 High Street           | Elderly | 28 |
| 4-24 Walnut Street       | Elderly | 28 |

|                     |         |     |
|---------------------|---------|-----|
| Ralph Sussman House | Elderly | 100 |
| 50 Pleasant Street  |         |     |

|                |         |     |
|----------------|---------|-----|
| Arthur O'Shea  | Elderly | 100 |
| 61 Park Street |         |     |

|                          |         |     |
|--------------------------|---------|-----|
| Theresa Morse Apartments | Elderly | 100 |
| 90 Longwood Avenue       |         |     |

|                            |         |    |
|----------------------------|---------|----|
| John W. Kickham Apartments | Elderly | 39 |
| 190 Harvard Street         |         |    |

|                          |  |     |
|--------------------------|--|-----|
| Section 8 Leased Housing |  | 376 |
|--------------------------|--|-----|

### STATE ASSISTED UNITS

|                         |        |     |
|-------------------------|--------|-----|
| High St. Veterans       | Family | 177 |
| 6-30 New Terrace Road   |        |     |
| 176-224 High Street     |        |     |
| 186-218 Chestnut Street |        |     |

|                         |        |     |
|-------------------------|--------|-----|
| Egmont St. Veterans     | Family | 114 |
| 51-85 Egmont Street     |        |     |
| 338-348 St. Paul Street |        |     |
| 209-221 Pleasant Street |        |     |

|                         |         |    |
|-------------------------|---------|----|
| Trustman Apartments     | Family  | 50 |
| 7-33 Egmont Street      | Elderly | 34 |
| 144-156 Amory Street    |         |    |
| 337-347 St. Paul Street |         |    |

|                               |         |    |
|-------------------------------|---------|----|
| Col. Floyd Apartments         | Elderly | 60 |
| 32-40A Marion Street          |         |    |
| 19-36 Foster Street Extension |         |    |

|                      |  |     |
|----------------------|--|-----|
| Condos               |  | 2   |
| Mass Rental Vouchers |  | 166 |

Information on applications and eligibility can be obtained by writing or calling the Authority's Applications Office at 90 Longwood Avenue, 277-1885.

## Program Activities

In 1995 the Brookline Housing Authority achieved several notable milestones.

- Received the highest grade of 94.76 percent from HUD in the Management Assessment Program. This marked the third consecutive year of a grade of 90 percent or higher which is HUD's national benchmark for outstanding performance.
- Was selected to participate in the Americorps Program in partnership with Boston University's School of Public Health. This program will bring together many medical programs to BHA seniors and young families.
- Established new maintenance custodial and gardening programs.
- Completed 3,743 maintenance work orders out of 3,748 requested, as of 12/31/95.
- Achieved ADA compliance in senior community rooms.
- With the resident association, developed a BHA Drug Free Basketball program, Outward Bound program, Summer Youth Employment program, and recycling programs.
- Sponsored seminars for BHA residents in budgeting, job search and first time home buying.
- Continued to be successful in making needed property improvements. The federal government awarded the Brookline Housing Authority \$.5 million in each of the past three years and the Commonwealth of Massachusetts awarded the Brookline Housing Authority \$2 million. These funds have and will continue to address the needed roof replacements, facade repairs, elevator modernization, ADA compliance, and lead paint and underground oil tank removal.



## Preservation Commission

The Brookline Preservation Commission is charged with the promotion, protection, restoration and preservation of the town's historical, archeological and cultural resources. Appointed by the Selectmen this year were Mary Gross, Alternate and Wendy Ecker, Associate. They join Commissioners Patricia Libbey, Chair, Ruth Dorfman and Maurice Childs, Vice-Chairs, Sheri Flagler, Hobee Hoy, June Richardson, and Judith Selwyn. Serving as alternate members are Nancy Yetman, David England, and Bogusia Wojciechowska. The Preservation Commission relies on the expertise of its professional staff, Greer Hardwicke and Roger Reed, preservation planners.

To fulfill its legislative responsibilities the Commission must approve all work done on properties in the local historic districts of Pill Hill and Cottage Farm. This year over 50 applications were processed in both districts. A demolition delay bylaw is also administered by the Commission. No building or structure in the town can be demolished without being subject to a review by the Commission to determine its historical significance. If a property is determined to be historically significant the Commission may issue a stay of demolition for up to one year from the date of the initial application. One of the 10 cases reviewed by the Commission was the Cabot House at 514 Warren Street, which was listed in the National Register of Historic Places. The house was demolished in 1995 after the year had expired without an alternative solution. The town did, however, elect to maintain the Irish worker cottage on Ackers Avenue.



*Cabot House, 514 Warren Street, demolished 1995.*

As a Certified Local Government the Preservation Commission is mandated by the Massachusetts Historical Commission to review all projects affecting properties listed in the State and National Register of Historic Places which use state or federal funding or require state or federal licenses or permits. Projects which were reviewed by the Commission under this mandate included the installation of handicapped access for the Brookline Village and Coolidge Corner post offices, the restoration of the Muddy River bridges, and handicapped access for the Brookline Arts Center.



*Blanchard House, 432 Washington Street, built in 1895, determined eligible for the National/State Registers.*

Numerous renovation projects administered by the Rehabilitation Office were also reviewed for their impact on historic properties. The Commission is also involved in planning efforts to determine a reuse of the historic town garage and former Sewall School properties on Cypress and Kendall Streets.

Public education is another goal of the Preservation Commission. As a Certified Local Government the Brookline Preservation Commission was awarded a matching \$8,000 grant by the Massachusetts Historical Commission to prepare a walking tour of the Fisher Hill National Register Historic District. This brochure was intended to improve public awareness of the historic importance of this neighborhood, which is one of the best preserved residential neighborhoods designed by Frederick Law Olmsted. The same grant also enabled the Commission to prepare a list of properties in Brookline which may be eligible for listing in the National and State Registers. This represents the first time in ten years that the Commission has revised and enlarged the number of historic properties in Brookline. Included in this list were three historic districts (Griggs Park, Blake Park, and the Chestnut Hill Benevolent Association), and several individual sites. Included in the latter were the Coolidge Corner Theater, the Lawrence School, and the former Sewall School on Cypress Street.



In 1995 the Commission received another grant from the Massachusetts Historical Commission. This \$8,000 matching grant is being used to prepare historic brochures on Beacon Street. The entire length of the street in Brookline is listed in the National and State Registers of Historic Places and the Preservation Commission has begun work on the research and development of what will be an unusual and innovative approach toward this linear district. This project will coincide with plans undertaken by the town to make improvements to Beacon Street. The Preservation Commission will provide input to the development of these plans to ensure that the historic character of the street is maintained. These publications are part of a series of Historic Neighborhood Brochures that, along with the Historic Brookline puzzle, depict many of Brookline's historic places and citizens.

Another important public education effort has been the annual Preservation Awards held in May of each year. In 1995 several projects received awards, including: the Brookline Savings Bank; the Brookline Building Commission; the Brookline Parks and Recreation Department; the Larz Anderson Pavilion Committee and the MacPherson Partnership for the installation of the old columns at the new Larz Anderson Pavilion; Eileen Strong and Kevin O'Boy for renovations to 65 Aspinwall Avenue; Peter Mayer for renovations to 111 Davis

Avenue; David and Merilice England for renovations to 5 Irving Street; the Webster Trust and Amsler Woodhouse McLean Architects, Inc. for renovations to 238-252 Harvard Street and 1343-1363 Beacon Street; and Betsy Pugh and Nancy Yetman for recasting of the sculpture and the renovations at Richmond Court, Beacon Street.

Commissioners Dorfman and Flagler designed and initiated a project to install historic district signs at key points in the Pill Hill and Cottage Farm local historic districts. These signs, funded entirely with private money will be installed in 1996.

The Commission was pleased to provide technical and historical information and assistance to both the public and to town agencies over the past year. Among those aided were local realtors, Brookline High School, Longwood Towers, the Garden Club of America, the Olmsted National site, the Brookline Foundation, the mural painters at JFK Crossing, the Historical Society, the Conservation Commission, the Park Department, the Brookline Foundation, the Brookline Greenspace Alliance, the Flag Day Celebration Committee, the Tree Planting Committee, and the Economic Development Committee. The Commission also provided in-depth historical information on the High School, the Public Library, Soule Recreation Center, Sewall School, and the old Town Garage on Kendall Street.



*Richmond Court, Beacon Street, Preservation Award 1995*



# HUMAN SERVICES

## Health Department

The Brookline Health Department, established in 1945, has as its mission the protection of the health of Brookline residents and others who may work or otherwise be associated with the town. Toward that end, the department maintains an active surveillance system of health status indicators, and has planned, implemented, and continues to evaluate a broad spectrum of local health services designed to reduce morbidity and mortality and enhance the quality of life of those who live and work here.

### Administration

During November, 1995, Alan L. Balsam, Ph.D., MPH, was hired as the new Director of Public Health and Human Services for the Town of Brookline. Dr. Balsam comes to the department from the Massachusetts Department of Public Health where he created and led Elder Health Programs for seven years and is an Assistant Professor at Harvard Medical School, BU School of Public Health and Tufts University. Shortly after arriving, Dr. Balsam initiated a planning process designed to assess the health status of the Brookline community. This community health status assessment has two major components:

- 1) Preparation of a chartbook which centralizes health status indicator information from current data bases including morbidity, mortality, hospital discharge data, demographics, and other survey research.
- 2) Implementation of a comprehensive needs assessment of public health and health care issues affecting town residents. This phase of work will involve a survey of a random sample of town residents and focus groups.

The department management structure was reorganized in order to provide more access to the Director, and to elevate core public health functions. The new division level management team includes: Environmental Health Services, Child Health, Community Health Services, Public Health Nursing/Epidemiology, and Substance Abuse Prevention and Services.

In addition to the implementation of bi-weekly management team meetings, monthly all-staff meetings including an educational component are under way. The purpose here is to build a sense of mission and community among staffers, and to enhance intra-departmental communication.

Finally, a clerk typist was hired during 1995 to achieve a complete staffing pattern.

### Environmental Health Services

This division, led by Patrick Maloney, MPAH, who served as acting Director of Public Health for most of 1995, oversees many state-mandated programs including the licensing and inspection of food establishments, housing code inspection and enforcement actions, swimming pools, solid waste handling practices, animal,

insect and rodent control, and the abatement of general nuisances. Additional concerns include asbestos removal, lead in the environment, hazardous waste, radon in buildings, and the enforcement of state and local tobacco control requirements, including the issuance of permits for tobacco retailers and monitoring the over-the-counter sale of tobacco products.

Brookline continued to be one of the only towns in the state to fully implement non-criminal dispositions (tickets) as an enforcement element to inspections. The division completed all mandated inspections as required by state regulation (including over 675 housing and 730 food service inspections), successfully implemented new public health and safety standards for all licensed swimming pools, and held a successful workshop for food-service establishments on how to implement the town's Tobacco Control Bylaw revisions. The division also maintained a monthly schedule of Chokesaver classes, and certified 120 individuals.

In addition, air sampling and environmental monitoring equipment was acquired to better assess issues related to indoor air quality, electromagnetic fields, and pest control. The division responded to hundreds of requests from the public for information on radon, lead, opening new restaurants (75 percent of new operators received a formal orientation), and solid waste disposal.

Finally, the department's Sealer of Weights continued to assure the honesty and integrity of marketplace purchases of goods and commodities. The department assumed responsibility for taxi cab safety inspections, working with the Brookline Police and Transportation Departments, and developed a new registration protocol for weighing and measuring devices.

### Child Health

Under the direction of Gloria Rudish M.D., MPH., the Division of Child Health continued to provide the department's liaison with School Health Services and the nursing and health education staff in the schools, and oversaw all programs targeting children and youth. The day-care inspection unit monitored group day care centers and extended day programs, and Brookline continued to be one of a small number of communities delegated by the state to exercise licensing and inspection responsibilities to assure compliance with Office for Children regulations. In addition, the division maintained a regular schedule of child immunization clinics staffed by public health nurses with physician back-up that served over 120 youngsters.

### Community Health Services

Led by Neala Melcer, Ed.D., this division oversees community health initiatives including breast health, prostate health, rabies education, tuberculosis prevention and control, influenza, pneumonia, and tetanus/diphtheria vaccination, elder health programs, and translation services.

During 1995, the division implemented town-sponsored adult immunization clinics serving 1,350 residents, and received Medicare reimbursement for flu shots for eligible elders. A new brochure for the Health Department was designed and printed, with over 1,000 copies distributed. Support was given to the Rabies Awareness Committee and the department maintained an inter-departmental rabies education and control program.

A highlight of our work was the conference addressing the health needs of the Russian speaking population in Brookline in June, with a special emphasis on TB screening and follow-up. An AIDS Resource Center was set up at the Health Center. In addition, translation services in Russian and Spanish were provided for several town departments and translated health materials were released on issues including TB, rabies, immunization, and domestic violence.

Finally, the Dental Health Clinic maintained its weekly clinic schedule at the Health Center through Tufts Dental School and linked with the School Department, providing over 500 patient visits in 1995.

### **Public Health Nursing/Epidemiology**

The newly created Division of Public Health Nursing/Epidemiology oversaw the investigation and control of several communicable disease outbreaks, including Shigella and Pertussis involving over 100 cases in Brookline. Led by Barbara Westley, RN, they provided the department's liaison with the Brookline Visiting Nurse Service, and also provided clinical support to all department screenings, immunization programs, and other clinical activities including refugee health.

### **Substance Abuse Prevention and Services**

This division, led by Gerry Trombley, LCSW, M.Ed., and Brian Miller LCSW, CADAC, fields programs and services in both community and school-based settings. In 1995, the division provided assessment, 1,400 counseling sessions, 60 class presentations, referrals, and monitored progress for over 300 individuals, including 57 town employees, as well as students and parents.

Working with the Brookline Police Department, Town Counsel, and private sector bartender training programs, division staff developed a uniform certification procedure for bartenders. Working with DARE officers, 20 high school leaders were trained and they in turn taught over 300 younger students about substance abuse prevention.

### **Smokefree Brookline**

The Smokefree Brookline Program implemented the final phases of the town's Tobacco Control bylaw addressing smoke-free workplaces, banquet halls, and restaurants. Brookline exceeded national compliance

levels regarding sales of tobacco to minors, and was cited repeatedly as a leader by state and federal officials. Working with media outlets, the campaign reached thousands of town residents with positive messages regarding the health benefits of avoiding tobacco use. Certainly, even the most casual observer notices the ubiquitous **SMOKEFREE BROOKLINE** logo everywhere in town.

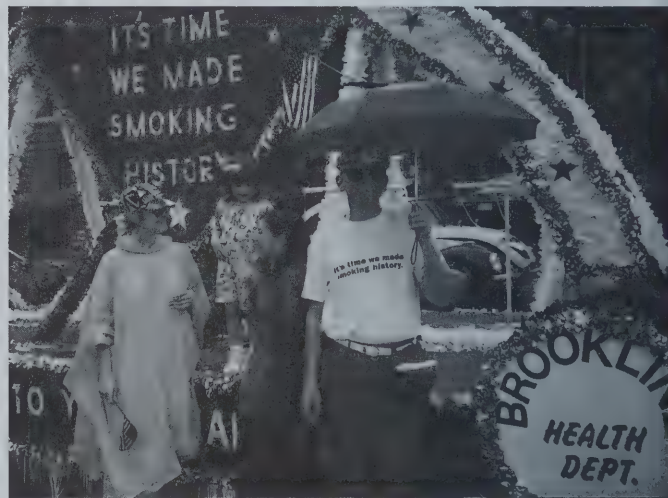
### **Advisory Committee on Public Health**

A dedicated group of six unpaid citizens continues to serve as members of the Advisory Committee on Public Health (ACPH). Meeting monthly, the council provides the Director with advice on budget, policy and Town Meeting issues, health needs assessments, and a range of operational issues.

In 1995, Karen Wenc stepped down as a member of the ACPH. She had served several terms and her leadership will be sorely missed. In addition, Barbara Randolph stepped down after completing her term.

Joyce Clifford and Roberta Gianfortoni were selected by the Board of Selectmen to fill the open positions. They joined Dr. Leonard Bernstein, Laurie Malcom, Elizabeth Hirshom, and Dr. J. Jacques Carter on the Council.

Another highlight of the year for the ACPH was the election of Dr. J. Jacques Carter to the Chair. Elizabeth Hirshom, who had led the Council for two years, passed on the Chair to Dr. Carter in December. Dr. Carter has identified a number of important goals for the Council for the coming year, including working with Dr. Balsam to implement the community health assessment of Brookline, assisting in development activities, fielding a Public Health Policy Forum in the spring, and creating a "Friends of Brookline Public Health" organization.



*Rain did not dampen spirits of Health Department staff and family on the department's Flag Day "Smoke-free Brookline" float.*



# Human Relations-Youth Resources Commission

In 1995, the Human Relations-Youth Resources Commission passed its 25th year as Brookline's official town agency working in the areas of intergroup relations, civil rights and youth advocacy.

## Membership

Membership changes occurring during 1995 included the departure of members Captain John Hiscock, Stephen Kramer and Bea Mikulecky and the appointment to the Commission of Dr. Susan Howards, Sandra Kostetsky and Captain Peter Scott, as well as the appointment as associate members of Brookline High School students Robert Bookston, Sally Hirsch, Hodari Keels, Lauren Post and Abby Tatel. Ruth Flaherty continued as Chairwoman and Harold Koritz and Dr. Claire Weiss continued as Vice-Chairs.

## Administration

The Human Relations-Youth Resources Commission staff included Director C. Stephen Bressler and Secretary Ongelita Mockabee-Miles.

## Programmatic Responsibility

In addition to his work in community relations the Director is Brookline's Affirmative Action Officer, Fair Housing Officer, Minority/Women Business Enterprise Officer, Contract Compliance Officer, Section 504 Officer, Ombudsman for Cable Television Operations, Project Coordinator of the Brookline Holocaust Witness Project and Americans with Disabilities Act Transition Team Coordinator. In 1995, the Director also staffed the Youth Coordinating Committee, convened meetings of the Program Group, and served on the Substance Abuse Prevention Program Interdisciplinary Advisory Committee, the Brookline Domestic Violence Roundtable and participated in meetings of the Court Interagency Committee.

In the course of implementing the town's Affirmative Action Program, the Director communicated with department heads and other town staff as well as with federal and state offices and members of various minority communities in Brookline and Greater Boston. Comprehensive Affirmative Action compliance reports were prepared for the U.S. Equal Employment Opportunity Commission (EEOC), U.S. Department of Housing and Urban Development (HUD) and the Massachusetts Commission Against Discrimination (MCAD). The Affirmative Action Program has resulted in the participation of minorities and women in the town work force. Satisfactory Affirmative Action compliance also had a direct impact in enabling Brookline to receive much needed federal and state funds. The Director attended two all-day seminars on Affirmative Action sponsored by the Association of Affirmative Action Professionals on January 19 and March 23.

## Commission Programming

Aside from numerous sub-committee work sessions, the Commission held eight staff-assisted meetings in 1995. Program committees this year were: Affirmative Action Committee, Asian-American Heritage Program Planning Committee, CATV Production Committee, Community/Neighborhood Outreach Committee, Fair Housing/Testing Committee, Martin Luther King Jr. Day Planning Committee, Fund Raising Committee, Youth Award Committee, Youth Fest Committee, Immigrant Affairs Committee and Warrant Article Review Committee.

## Program highlights of 1995 included:

- **Martin Luther King, Jr. Day** Spurred on by the success of last year's program, the Commission's MLK Planning Committee, under the chairmanship of Ellen Goodman, sponsored Brookline's seventh annual Martin Luther King Jr. Day on Sunday, January 15 at the Brookline High School auditorium. Over 400 persons were in attendance. This year's program featured guest speaker Fletcher "Flash" Wiley, chairman of the Greater Boston Chamber of Commerce, with music and dance presentations by the Brookline High School Gospel Choir and the Brookline High School Dance Ensemble, and a reading by winning student essayist Robert Bookston. Robert McCain presided as Master of Ceremonies. Also featured was a townwide student art and essay exhibit. Selectwoman Ronny Sydney represented the Board of Selectmen. The Reverend Robert Gray of Bethel AME Church in Jamaica Plain delivered the invocation and the Reverend George Chapman of St. Paul's Church delivered the benediction. Financial assistance for the program was provided by the Brookline office of Hunneman & Co. Coldwell Banker.

- **Asian-American Heritage Program** Continuing a program started last year, the Commission was pleased to be able to sponsor Brookline's second annual Asian-American Heritage Program on Sunday, May 14 at the Brookline High School Auditorium. Together with a planning committee composed primarily of Brookline High School students and chaired by Assunta Cha, an exciting program was presented including speaker Andrew Leong of the Law Center at UMass/Boston, a music and dance program including Korean songs, a violin recital, a Taiko Drum performance, Chinese and Indian dances, a Chinese Ar Hu demonstration, and readings by Brookline High School students. Ronny Sydney represented the Board of Selectmen. The Commission was fortunate in being able to present an abbreviated version of this program at a packed High School assembly on June 8. This second program also featured a dramatic performance on the Japanese-American internment during World War II. Financial assistance for the program was provided by Golden Temple Restaurant, Cambridge Publications, Takeshima Restaurant and the Organization of Chinese Americans/New England Chapter.

• **Youth Awards** The Commission's annual Youth Awards, chaired by Leslie Fabian and co-sponsored by the Brookline Rotary, took place at the evening session of the June 6 meeting of the Board of Selectmen. There were five Community Service Award winners and one Human Relations Award winner who each received a certificate plus \$65. Eleven Certificate of Merit winners each received a certificate plus \$10. Lastly, 33 students received Certificates of Commendation. A reception for award recipients, their families and sponsors was held prior to the award program.

Selected topics focused on by the Commission at its monthly meetings included: **January** - Prompted by the tragic shootings at the women's clinics the Commission adopted the following resolution: "Moved, that the Human Relations-Youth Resources Commission reaffirms its commitment, in view of the recent violence in our community, to the resolution of disagreements between individuals and groups by peaceful means. We call upon individuals and groups to refrain from inflammatory language and actions and to commit themselves to peaceful resolution of conflict. We also condemn the dehumanizing and demonizing of those who hold opposing views and ask that the horrendous results of such dehumanization and demonization in the past be remembered. We call upon the Town of Brookline to support, in whatever way possible, the fostering of methods of peaceful resolution and to reaffirm its rejection of intolerance." This resolution was presented to the Board of Selectmen at its meeting on January 31; **February** - The Commission met with the new Town Administrator, who voiced his support for the organization and its work. Also discussed was the importance of recruiting teenagers to serve on the Commission, the work of the new Brookline Domestic Violence Roundtable, an

update on Affirmative Action in town employment, and plans to develop community service placements generated by the Brookline Court; **March** - The Commission welcomed several Brookline High School students who were appointed as Associate Members of the Commission. The Commission supported the concept of an ambitious one-hour CATV program on preventing youth violence to be produced with the assistance of Cablevision of Brookline. The Commission also heard an update on the placement of a clothes bin in the town sponsored by the Pine Street Inn; **April** - The Commission discussed requests for assistance from other communities that were establishing human relations commissions. The Commission also focused on problems concerning immigrants and ways in which people and groups may be assisted by the town; **May** - The Commission discussed its successful Asian American Heritage programs, a program on preventing youth violence sponsored by the U.S. Department of Health and Human Services at Northeastern University, and long-range plans for a youth festival; **September** - The Commission reviewed the June Youth Awards program, discussed the very successful Israel Independence Day and Flag Day celebrations, neighborhood problems with Boston University students, heard about a new police program involving cellular phones for victims of domestic violence, received a report on a Youth Coordinating Committee presentation on medical causes of kids getting into trouble, and further discussed immigrant issues; **October** - The Commission received an update on town compliance with the Americans with Disabilities Act, heard about the recent department heads' retreat, and discussed the establishment in town of a new social services agency for Russian immigrants; **November** - The Commission reviewed plans for the 1996 Martin L. King Day program,



1995 Youth Award Recipients



had an in-depth discussion on the department's budget, discussed social action programs to assist people in need around the time of holidays, and heard about the high school community service program.

## **Publications**

A total of 150 copies of the 1995 edition of the very popular "Child Care Resource Guide" were published and distributed.

## **Cable Television Monitoring Committee**

The CATV Monitoring Committee was created by the Board of Selectmen in 1984 to monitor Cablevision of Brookline's compliance with the provisions of its license to operate a cable television franchise in the community. Persons chosen to serve on this Committee fit one or more of the following categories: 1) consumer of CATV services, 2) technical expertise or experience in video production, 3) legal expertise, or 4) media expertise of a non-technical nature.

### **Membership**

Officers for 1995 were Chairman Tobe Berkovitz and Vice-Chairmen David Kunen and Edwin Hamada with C. Stephen Bressler serving as Secretary. The only membership change during the year was the departure of David Kunen.

### **Administration**

During 1995, the Committee received staff and budgetary support through the Human Relations-Youth Resources Commission (HR-YRC). HR-YRC Director C. Stephen Bressler also serves as Ombudsman for CATV Operations for the Town of Brookline.

### **Ombudsman**

In 1994, the Ombudsman handled 93 complaints and/or inquiries relative to CATV. This figure was down from 173 during 1994. The Ombudsman was in fre-

## **Media Coverage**

In 1995, Commission activities, members and staff were featured in numerous articles in the Brookline Citizen-Journal, Brookline Tab, Boston Globe and Boston Herald. Commission members and staff also appeared on Brookline Access Television's "WBRK", and on Cablevision's "The Brookline Review" and "Violence Prevention: Vision of Peace" special.

quent contact with Cablevision of Brookline administrative staff and consulted with his counterpart in Boston (also served by Cablevision) and other communities as well as with officials at the Massachusetts CATV Commission.

### **Committee Programming**

During 1995 the Committee worked closely with the newly established CATV Coordinating Committee in the license renewal process. The officers of the Monitoring Committee also served as members of the Coordinating Committee and participated in that body's deliberations at nine meetings and at a public hearing held on December 6.

Over the course of the year, the Monitoring Committee held five meetings and focused on its traditional concerns with possible license violations regarding reception problems, customer service issues and locally produced programming plus Cablevision of Brookline, a Limited Partnership's intention to transfer its license to its parent Cablevision Systems Corporation. Monitoring Committee meetings were well attended with Cablevision of Brookline and Brookline Access Television managerial, support and program staff generally present. The Committee chairman and ombudsman also attended a meeting of the Brookline Access Television board on June 14. The ombudsman attended a session convened by the Massachusetts CATV Commission on Cablevision of Boston/Brookline license issues on May 16.

## **Holocaust Memorial Committee**

During 1995 the Brookline Holocaust Memorial Committee was ably co-chaired by Regine Barshak and Leon Satenstein with staff assistance from Human Relations-Youth Resources Commission Director C. Stephen Bressler.

The Committee consolidated its affiliation with Yale University and delivered to Yale several shipments of videotapes of survivor interviews conducted by the Committee. These videotapes will be included in the Fortunoff Video Archive for Holocaust Testimonies where they will be available for use by historians, teachers, and other scholars of the Holocaust.

The Committee was consulted in connection with the production of a major new choral work commissioned by

the 100-voice Brookline chorus to commemorate the Holocaust. This work, entitled "Sh'ma", composed by Andy Vores, had its world premiere in Brookline. The performances were greeted with standing ovations and critical acclaim. Co-chairman Leon Satenstein was honored for his role in developing the conceptual basis of the work and the text.

In 1995, the Committee continued to interview Holocaust survivors. As part of the annual Holocaust commemoration, during the second week of May, Brookline Access Television cablecast Committee interviews with four survivors, Gisela Simon, Rose Murra, Judith Catz and Rudi Friedenthal, as well as a special edition of "The Brookline Look" and "Sh'ma".

Two books on the Holocaust were published by the Committee's principal interviewer, Professor Lawrence L. Langer. In-depth analysis of the nature and significance of survivor testimony has been one of the major topics in Professor Langer's series of works on the Holocaust.

In addition, Committee Co-chairwoman Regine Barshak was very active speaking to various groups

including a program at Boston College on the treatment of French Jews during the Holocaust, and at Temple Tifereth Israel in Malden. Her carefully researched letters have appeared in The Brookline TAB, The Jewish Advocate, The New York Times, Bostonia, and Civilization. This year she was also interviewed by researchers at Harvard University and Williams College.

## Council on Aging

The Brookline Council on Aging, with three offices in public housing for the elderly and two in public schools, plans, coordinates and provides comprehensive services for Brookline residents over 60. Its membership is composed of statutory representatives from other town departments as well as citizen members. The professional staff provides: information and referral; counseling from trained social workers; the HELP program, which finds and trains workers to help individual seniors with household tasks; medical emergency identification; and a range of educational and social programs.

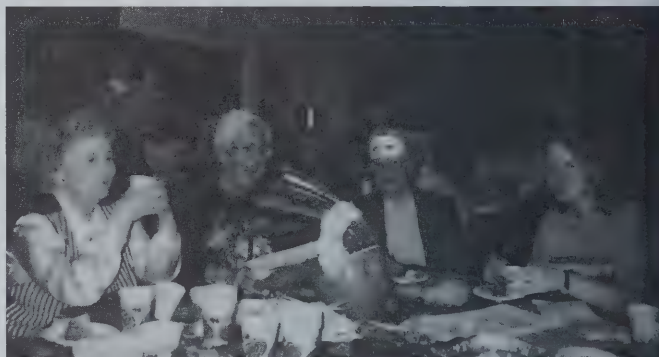
The Council on Aging cooperates with other organizations, both public and private, that serve the elderly. West Suburban Elder Services provides group nutrition programs and partially funds an Elderbus, while a cab discount service (BETS) is available with help from the town's two taxi companies. The Brookline Library runs senior cinema programs, and special classes for elders are offered by the Brookline Adult and Community Education Program as well as from local health organizations. The Brookline Health Department sponsors blood pressure and flu vaccine clinics.

A part-time housing counselor was hired to help older persons affected by the end of rent control in Brookline. A grant establishing an employment service for elders - the successful Job Opportunities for Brookline Elders (JOBS) program - was renewed, and an Americorp grant enabled the Council to employ a part-time volunteer recruiter.

Volunteers are an important element in Council programs, and they conduct groups like the Solemates senior walkers, the Retired Men's Club, and a support

group for Alzheimer's Disease caregivers. The Friendly Connection is a new program that links people with similar interests, and a Men's Reminiscence Group was formed this year; both rely on volunteer help. A new Book Discussion Group has been met with an enthusiastic response and the YOU (Young and Old United) club at Brookline High School brings students and older people together to discuss a variety of subjects. SHOP (Students Helping Older People) is another intergenerational program, in which high-school students help elders with their weekly grocery shopping.

In November, the Brookline Town Meeting voted to accept a generous gift of land for a new Brookline Senior Center. Located on Winchester Street near Coolidge Corner, the land is a tangible affirmation of the Council on Aging's hope that Brookline's elderly will have a home of their own in the foreseeable future.



*Annual Halloween Party*

## Veterans' Services

The Department of Veterans' Services is mandated by Massachusetts General Laws, Chapter 115, as most recently amended. The department is responsible for assisting needy Veterans and/or their dependents with ordinary living and medical expenses. The scope of these expenses is regulated by directives issued by the State Commissioner of Veterans Benefits and Services. Assistance is provided for ordinary living expenses including rent, food, clothing, and utilities. Medical assistance covers expenses for hospital in-patient or out-patient stays, medications, doctor's visits, laboratory work, dental care and stays at nursing homes. All medical bills are paid at a rate set by the state. Veterans and/or their dependents who are over 65 years of age or disabled and receiving Social Security Disability or Medicare coverage are covered by a medical program in

conjunction with Blue Cross and Blue Shield that covers the cost of prescription drugs after a co-payment by this office. This results in a substantial savings to the town.

The Town of Brookline appropriates the full amount of money that is needed to assist the Veterans and/or their dependents. Each month a report is submitted to the Department of Veterans' Services itemizing the amount of expenditure and what it was for. As per Massachusetts General Laws, Chapter 115, the state is required to then reimburse the Town of Brookline 75 percent of all approved expenditures one year from the date of actual expenditures.

The department is also obliged to file for all Veterans Affairs benefits that the Veteran may be entitled to, as well as other federally funded benefits, such as Social Security and SSI.



The staff of two is presently handling about 60 cases per month. The amount of Veterans Affairs direct payment benefits received by town Veterans and/or their dependents for the last calendar year was in excess of \$925,000. Receipt of this amount, in addition to having Veterans utilize the Veterans Affairs Hospitals and outpatient clinics, represents a direct savings to the Town of Brookline and the state.

The Director of Veterans' Services, Bernard J. Belcastro, is the Legislative Agent for the Massachusetts Veterans Service Agents Association and appears before the House and Senate on various bills and legislation concerning Veterans. He also serves on the Advisory Board to the State Commissioner of Veterans' Services.

Copies of discharge records and vital statistics for most Brookline Veterans are maintained by the department. Grave registrations are recorded to ensure that every Veteran's grave is decorated with a flag on Memorial Day. There are approximately 3,700 Veterans interred in Holyhood, Walnut Hills and Walnut Street cemeteries. The department is responsible for ordering, from the Department of Veterans' Affairs in Washington, D.C., bronze markers that are placed on Veterans' graves.

On Sunday, May 29th, two memorial squares were dedicated. The first square in memory of Private First Class Richard Bruce Miller, U.S. Army, World War II, was dedicated at the intersection of Kent and Chatham Streets. The second square, in memory of Private First Class John Mulhane, U.S. Army, World War II, was dedicated at the intersection of Washington Street and Pond Avenue. It is the custom to name a square as close to the person's home or place that they were associated with during their life. Following the dedications, the annual Memorial Day exercises were held at the Walnut Street Cemetery, Walnut Hills Cemetery and the World War Monument in front of Town Hall. The guest speaker, David O'Laughlin, member of the Brookline Police Department, Vietnam Veteran and a member of the VFW Post 864, spoke of the importance of remembering World War II Veterans.

Flag Day was celebrated on Sunday, June 25th, with the Annual Parade. This year's Grand Marshals were,

Jeanette Doetsch, Commander of the Brookline American Legion Post #11 and Arthur Hurley, Past Commander Brookline Veterans of Foreign Wars Stephen Rutledge Post #864. For the second year in a row the weather did not cooperate; the parade was held but the success of the other events was dampened due to the rain. The cost of the day was partially subsidized through an ad book championed by James Nickerson, Commissioner of the Building Department and a member of the Celebrations Committee. This was a successful venture and we hope it will escalate in the future.

The town also instituted an "Avenue of Flags" which was funded through the Adopt A Pole program. This provided an opportunity for the citizens of Brookline to purchase a pole with an American Flag for \$40. It has a nameplate and will be displayed for five years and at that time either renewed or purchased by someone else. The flags will fly from Memorial Day in May through the Fourth of July, along the parade route.

The Annual Town Meeting approved a memorial square in memory of Private Albert E. Scott who was killed in action during World War One. The square was dedicated on Veterans Day, November 11, 1995. The names of the Brookline Servicemen who were killed in action during World War I, the Korean War and Vietnam were inscribed on the monument and dedicated during the Veterans Day Ceremony. The addition of these names on the monument completes the recognition of all the wars since World War One. The main speaker for this day was William L. McCarthy State Quartermaster for the Veterans of Foreign Wars and past Commander of Brookline VFW Post #864 who commemorated the 50th Anniversary of the end of World War II.

The Veterans' Services Department serves as a "one stop" center for Veterans. In addition to duties to aid, assist and advise, as stated in Chapter 115 of the Massachusetts General Laws, the department counsels, files claims, explores every avenue of resource and revenue available, rehabilitates, makes Veterans aware of their own assets, and treats them as human beings with dignity and courtesy. The staff believe they have earned this through their service to our Country.



Flag Day Parade



Stefana Carter riding the "Giant Fun Slide" at the Flag Day Carnival at Cypress Field

## Commission on the Status of Women

Pursuant to the requirements of Article XI-D of the town's bylaws, as amended on June 6, 1989, the Brookline Commission on the Status of Women submits the following annual report to the Board of Selectmen:

The Commission on the Status of Women acts as a centralizing force in the town and the community to deal with all women's issues. The Commission is pleased to have added six new members. There are currently ten commissioners and two Brookline High School students who serve as ad hoc members. The Commission is dedicated to ensuring that women's rights are protected and that gender equity is upheld.

This year, the Commission hosted its "Sixth Annual Essay Contest" in celebration of Women's History Month. The competition encourages students to write an essay on "A Woman Who Inspires Me". The purpose of the competition is to raise the consciousness of young people about the role women they know play in the world. It is open to all students in grades five through eight in Brookline's public schools. The Commission judges the submissions and awards prizes to the first, second, and third place students in each grade. In 1995, over 300 hundred students participated in the contest.

The Commission is represented on the New England Coalition of Women's Commissions. Through involvement in the coalition, the Commission is able to exchange information and develop strategies to further goals. The Brookline Commission will use this new information to strengthen its informational resources for the town and its citizens.

The Commission is an active member of the town's Domestic Violence Roundtable. The Roundtable educates women in Brookline about their right to live in an abuse-free environment and their options for escape.

The Commission is pleased to have added two ad hoc members from Brookline High School. This link to the needs and concerns of Brookline's youth greatly increases the Commission's ability to educate and empower all of Brookline's residents about women's issues.

In the next fiscal year, the Commission expects to continue and improve upon this year's accomplishments. The Commission will sponsor a Women's Film Festival in the latter part of this year. The festival will celebrate recent works of women directors and highlight, if possible, local artists.

## Americans with Disabilities Act Transition Team

The federally-mandated Americans with Disabilities Act (ADA) Transition Team was created by the Board of Selectmen in 1993. The goal of the Transition Team is to evaluate town programs, services, buildings, streets, sidewalks, parks and playgrounds in order to assure accessibility for persons with disabilities.

### Membership

Membership on this important committee includes Selectwoman Ronny Sydney, who serves as Chairwoman, Human Relations-Youth Resources Commission Director C. Stephen Bressler, Special Education Administrator Carol Daynard, Public Works Commissioner A. Thomas DeMaio, Preservation Commission member Ruth Dorfman, Commission on Disabled member Ellen Fitzgerald, Linda Freeman, Roger Goldstein, Associate Town Counsel Joslin Ham, Building Commissioner James Nickerson, and Louise Russell.

### Administration

During 1995, the Transition Team received staff and budgetary support through the Human Relations-Youth Resources Commission (HR-YRC). HR-YRC Director C. Stephen Bressler serves as Coordinator of the ADA Transition Team.

### Programming

The dual focus of the Team's efforts in 1995 was the town self-evaluation and the preparation of a transition plan. To that end Team Coordinator Stephen Bressler worked with Director of Public Buildings Charles Simmons, SPED Coordinator Carol Daynard, Town Librarian Chuck Flaherty and Recreation Supervisor Bill Hurley to review all town buildings open to the public to determine whether they were accessible. Additional data was gathered on the town's parks and playgrounds.

Over the course of the year the Team held five regular meetings including joint meetings with the Brookline Commission on the Disabled. Also, the Team Coordinator attended the October 26 meeting of the Commission on the Disabled. Presentations were made to the Board of Selectmen on April 11 and October 5. A subcommittee meeting was held with the Deputy Town Administrator on August 16 in order to discuss ADA-related improvements within the context of the town's Capital Improvements Plan. The Team Coordinator met with the Director of Services of the Boston Self-Help Center in Brookline on January 24. He attended a Resource Partnership program on disability on February 16 and a program on Attention Deficit Disorder sponsored by the Brookline Booksmith on March 21.



# FINANCE

## Finance Department

The Department of Finance was established by the enactment of special legislation - Chapter 25 of the Acts of 1993, Massachusetts General Laws. This Home Rule Petition was the culmination of extensive work by the town's Committee on Organization and Structure. The intention of the reorganization was to establish a consolidated and unified Finance Department that would provide coordination for all financial activities. The end results were to attain efficiency and improved effectiveness in operations, flexibility in resource utilization, economies from a larger scale operation, elimination of duplication, improved communications and an environment that would foster development of innovative and creative initiatives. The department was created on July 1, 1993 and was staffed and became operational during January 1994.

### Organization

The department is comprised of the following divisions:

- Division of Accounts managed by Judith A. Haupin, Town Comptroller
- Division of Assessing managed by George F. Moody, Chief Assessor
- Division of Information Services managed by Jonathan T. Snodgrass, Manager of I.S.
- Division of Purchasing managed by Edward F. Clasby, Chief Procurement Officer
- Division of Treasury managed by Harvey J. Beth, Treasurer/Collector

The department is overseen by the Director of Finance who is responsible for the management of the administrative functions of the various divisions as well as the coordination of all functional activities. The enabling act stipulates that one of the divisional managers shall also serve as the Director of Finance. Harvey J. Beth, Treasurer/Collector, has served as the Director of Finance since its creation.

### Second Year Accomplishments

Much of the activity of the Finance Department was devoted to the quest for improved operations with an emphasis on maximizing the use of existing resources. A comprehensive review of the significant accomplishments of the Finance Department is summarized within the individual divisional reports that follow. The Finance Department team approach to problem solving provided a broader base that enabled each division to achieve improvements that previously were difficult, at best, to accomplish because of their individual lack of resources and capacity.

Several of the more noteworthy achievements that were accomplished through collective and collaborative departmental team efforts are as follows:

- The town's bond rating was upgraded to Aaa during the year
- Significant progress was made in computer systems upgrading

- A highly effective computer networking system was initiated
- An electronic mail (E-Mail) system was implemented
- Continued fiscal planning support services were provided to the executive office
- Townwide computer training was established
- Inter-divisional development training sessions and workshops were commenced
- Expanded communications through Internet facilities were developed
- Support services for special projects were provided
- Inter-divisional and interdepartmental personnel sharing and cross training was expanded
- Collaborative and group problem solving was developed and formalized

Most of the items in the list above yielded significant tangible and intangible benefits. The periodic group meetings, working sessions and occasional brainstorming discussion periods helped solidify a stronger support group, developed a unique team "esprit de corps" and provided a synergistic effect from creative problem solving for many operational issues. The team efforts, in consort with an expanded group established by the Town Administrator, helped develop sound fiscal policy that has brought attention to Brookline. Many communities have begun to look to us for advice and guidance. For example, the Towns of Framingham and Brunswick (Maine) were recently advised by the Moody's (bond rating) agency that Brookline was establishing benchmarks of excellence in financial policy, achievement, reporting and practices and it was suggested that they visit and review our operations.

### Longer-term Objectives

The primary objective is to continue to find ways to improve and accomplish the mission originally established for the Department of Finance. The department recognizes that we are still at the very beginning of developing procedures, policies and programs that will continue to become municipal government benchmarks for the year 2000 and beyond. The developments that have brought this highly regarded status continue to be examined for enhancement possibilities, strengthening, refinement and beneficial state of the art upgrades.

A thorough synopsis of the longer-term objectives of the department are found in the goals and objectives presented within each divisional report below. As a collective group, the division heads and staffs will continue to assist one another to achieve objectives. The department is also dedicated to helping all other sectors of the town in bringing first class services to municipal officials, constituents, the town's diverse resident groups, and all others that we serve or work with.

## Comptroller's Division

The Comptroller played an active role in the selection of a new external auditor, Deloitte and Touche, and in the implementation of two additional Section 457 deferred compensation plans for town employees. Department members worked together to enhance the quality of service provided by the financial systems and continued to do functional cross-training within the department.

The Accounts Payable group, working with personnel from other municipal and school departments continued to serve the nearly 8,000 vendors and others who sought timely payment during the year. Over 25,000 invoices and other payment requests were processed during the calendar year, resulting in more than 22,000 checks issued.

Over 1,800 full-time and part-time town employees and 3,554 full-time and part-time School employees were paid in excess of \$91 million (\$42 million for town and \$49 million for School employees) during the year. More than 5,300 W-2s were issued by January 18, 1996, and the usual plethora of payroll tax returns, deduction reports, federal EEO reports and affirmative action reports were issued on time.

The Comptroller and her staff worked closely with other key departments to enhance internal controls and financial reporting within the town. This included assisting the Assistant Town Administrator and Finance Director to produce quarterly financial reports. The Comptroller worked closely with the Director of Information Services and other members of the new financial system implementation team to ensure a smooth conversion of data and implementation of the new financial reporting and human resources/payroll system. In addition, the Comptroller worked with Information Services personnel to begin the development of software designed to track the town's fixed assets. Working in concert with Boston University, through the town's PILOT program, a well-designed fixed asset software module is emerging which will be implemented during 1996.

The Comptroller's staff is the recipient and synthesizer of financial data from all departments within the town. The Comptroller gratefully acknowledges the fine work and dedication of her staff and the many other departments through which quality financial data and documents are produced on a consistent basis throughout the year.

## Assessing Division

The Brookline Board of Assessors reviewed sales of all residential properties and found that all residential property values had increased over FY-94 and FY-95. After segregating the residential properties into classes, the Board determined that an average single family home increased a minimum of seven percent, condominiums increased a minimum of eight percent, and two- and three-family homes increased at a minimum rate of nine percent. There were substantial changes in apartment values due to the repeal of rent control. The Rent Control Board identified protected tenants and the Assessors made the appropriate adjustment in the value of those buildings. All other apartment buildings, which no longer had any rent control tenants, were valued at their full market potential. Commercial properties had little or no increase in value for FY-96.

The FY-96 tax rate was set December 19, 1995 and the tax bills were mailed December 23, 1995 with an abatement deadline of January 22, 1996. The FY-95 abatement deadline was January 26, 1995 resulting in 634 applications, the lowest filing for abatements in a decade.

The Assessors have taken a number of steps to increase efficiency and facilitate the public's access to data. A fax machine was installed to provide one-day service when possible. Property characteristic books which list in detail, real estate data for one-, two-, and three-family homes and condominiums, were made

available. To facilitate the filing of personal exemptions, the Assessors mailed applications to all taxpayers who had received an exemption in FY-95. Three computers with access to valuation information were installed in the front office. Taxpayers can use these terminals to access information on properties.

The central database is closer to completion. The Assessors have completed their portion of the task. The remainder of the task will be completed by the Information Services and Engineering Departments.

The Assessors and the Assessment Practice and Procedures Committee completed their study and found that Brookline's practices and procedures are equal to or exceed those of neighboring communities.

Working with the Engineering Department, all ownership history was removed from the Town Atlas. This will greatly reduce the cost of reproducing the Atlas. Because of the large turnover of ownership, it was necessary to reprint every page of the Atlas. Without the name changes, the only pages to be printed will be those maps dealing with subdivision or land assembly. This change will enable the Assessor to reproduce the Atlas on a yearly basis.

The Board of Assessors wishes to thank the office staff for their professional manner and attitude in dealing with the public. The Board also congratulates the staff on the continued upgrading of their assessing and computer skills.



## Information Services Division

The Department of Information Services is preparing for the implementation of a new financial system. The first step in this process was the updating of the town's hardware. A D.E.C. Alpha system is now installed and is being networked to all departments within the Town Hall as well as administrative sites throughout the school system. This machine will support both the new financial package and the school's new administrative systems. Networking these departments necessitates upgrading nearly all of the PCs in Town Hall and many in the school department's administrative offices.

In order to provide for a successful transition to the newer software, the department established and equipped an in-house training center. Formal instruction is being conducted in the training center by the P.C. Manager. A committee of users is being formed to assist in the planning and evaluation of these courses. Feedback from this committee will be used to chart progress and to seek out suggestions for improving training programs.

Implementation of the new Pentamotion systems has started. The software provider is new to Massachusetts and their progress in other sites in the Commonwealth is being closely monitored. Brookline is a founder and an active participant in a newly formed Pentamotion users group. The intent of this group is to share software when possible and to formulate requests for software enhancements which meet the common needs of the Massachusetts user community.

The collaboration between the town's Information Services Department and the school's Information Services Department, as outlined in last year's Annual Report, has been instrumental in bringing electronic mail to the Town Hall as well as providing the town with a "home page" on the Internet. To view the Brookline

Home Page as well as the community service page "Brookline On Line", maintained by Mark Levy, please visit "[www.brookline.mec.edu](http://www.brookline.mec.edu)". Look for additional enhancements in this area in the very near future.

Continued collaboration with the schools will provide the infrastructure needed to extend the "Information Highway" to the classroom. The department will continue to utilize the Public Information Network provided through Cablevision. This is an item that is of major importance as the town negotiates the renewal of its cable contract. The long-term plans of both the town's administrative and educational support staffs depend on the reliability of this resource.

The next area targeted for major systems improvement will be public safety. Current hardware is already at the end of its projected life. Plans are currently in place to solicit proposals for the migration of existing police software to an "open system" environment. Newer software will provide access to technologies currently available that bring computerized dispatch displays directly into the police cruiser.

Geographic Information Systems will be moving forward under the planning and guidance of the town's new GIS Manager. This individual, although housed in Information Services, will serve as a resource to all departments seeking GIS based solutions. A needs assessment of all departments will be a first step in this effort. Following the needs assessment a Steering Committee consisting of department heads or their designees will establish priorities for future GIS activity. The digitizing of parcel outlines and water and sewer lines is already in process. Once available, this data will be added to the town's growing network along with the software tools needed to make it readily available to the user community.

## Purchasing Division

A procurement policy for recycled paper was prepared by the Purchasing Division and adopted by the Board of Selectmen as follows: "It is the policy of the Town of Brookline to encourage the use of recycled paper by all town departments to the extent that it is economically available and suitable for the intended purpose and within this broad policy to adopt the minimum content standard for printing and writing paper stated in Federal Executive Order 12873 as the base specification to be used in Town Procurement." The town's base bid specification for copy paper was changed to require a minimum content of no less than 20 percent postconsumer material and the minimum content requirement will change to 30 percent beginning on December 31, 1998. Over 14,000 reams of paper with recycled content have been purchased since the policy was adopted.

Responsibility for coordinating the town's insurance program was assigned to the Purchasing Division when the Department of Finance was established. Specifications for all town insurance policies including medical stop loss, worker's compensation stop loss, life, and property were updated and competitively bid. Three-year rate guarantees were obtained for life and

property insurance and premium savings were \$36,510 when compared to the previous year.

Issues related to the acquisition and use of technology based products and services have demanded an increasing amount of attention. Having been connected to the Internet through the cooperation of the town's Division of Information Services and the School Department, the Purchasing Division coordinated Brookline's participation in the Commonwealth of Massachusetts Internet Pilot Project (MAGNET) and conducted a survey to determine what types of information from state agencies would be most useful to town departments. The Purchasing Division is now able to access procurement information posted by the Commonwealth's Department of General Services. Other town departments can access information relative to their specific operations.

The Chief Procurement Officer provides staff support to the Cable Television Coordinating Committee. This committee was established by the Board of Selectmen to coordinate the resources of the town in negotiating a renewal of the license which expires in June 1997. The first part of the renewal process is "ascertainment" or the gathering of information relative to Cablevision's perfor-



mance under the present license and a determination of what should be required in the new license. As part of the process, a townwide survey was completed, a public hearing was held, and the Cable TV Monitoring Committee prepared a preliminary report. The Coordinating Committee has an ambitious future schedule with one or more hearings to be held, analysis of data, preparation of a request for proposals, and ultimately the negotiation of a new contract.

Requests for proposals and contracts were issued for the following significant projects: Library Space Needs and Utilization, Capital Needs Assessment, GIS Data Conversion, Housing Information and Referral Services, and a Classification and Pay Study for Management Positions.

The activities highlighted above were accomplished along with the normally busy workload associated with managing the town's requirements for supplies, equipment, and services.

## Treasury Division

In compliance with the provisions of Chapter 41, Section 35 of the Massachusetts General Laws, the Treasurer is pleased to submit this annual accounting of the total cash receipts and disbursements for the fiscal year ended June 30, 1995 along with a summary of the highlights of the activities and accomplishments of the Department of Finance's Treasury and Collecting Division for the year. This report was historically a set of financial tables related to cash and debt statistics. In 1994, the format was changed to provide a report that reviewed results and provided information rather than just numbers. As was noted last year, favorable response to this new format was the impetus for elimination of the statistical data and the continuation of this new format. The tables and data that have been eliminated are, however, readily available upon request from this office.

This was the second full year of rebuilding that began with the advent of a consolidated Department of Finance. The reorganization that was implemented last year was continued and strengthened. The functional workgroups that were created provided more effective service and internal cross training was started. Coverage for periods of need was established. The specialized units established last year were effectively utilized while the staff was still able to provide better general service to all taxpayers.

### Duties

This division is responsible for the collection and maintenance of all revenues from all sources, as well as the management and safeguarding of all funds, the administration of all debt, and the proper disbursement of all funds. In summary, the aggregate receipts and disbursements, exclusive of the interim investment and reinvestment activities, for the fiscal year that began on July 1, 1994 and ended on June 30, 1995 were as follows:

|  |                    |
|--|--------------------|
| Cash and investments - beginning of year |                    |
|  | \$ 25,831,023      |
| Fiscal 1995 cash receipts                | <u>137,251,175</u> |
| Total                                    | 163,082,198        |
| Fiscal 1995 cash disbursements           | 127,170,640        |
| Cash and investments - end of year       | \$ 35,911,558      |

The remainder of this report will focus on several major accomplishments that were achieved by this division during the year.

### Property Taxes

The aggressive delinquent collection campaign that was initiated in 1994 continued. For the second year in a row, the amount of outstanding and unpaid property taxes was reduced. The level of unpaid taxes was reduced by over \$440,000, a 15 percent reduction. Levels of unpaid taxes are the lowest they have been in over ten years. The collection program described in some detail in last year's report, continued to be effective.

### Municipal Lien Certificates

An important responsibility is the issuance of municipal lien certificates related to real estate transfers and sales. This document is required before the closing of all real estate transactions. Speed and accuracy are critical. Lawyers and mortgage lending institutions depend upon this service and the buyers and sellers of the property require immediate attention. Last year the department issued 2,207 certificates. This is about 1,000 more than the number issued during an average year. More importantly, the staff was able to keep up with the peak demands and respond within three days to almost every request without sacrificing accuracy.

### Motor Vehicle Excise

The department participated in the Registry of Motor Vehicle license renewal and registration renewal marking program. Failure to be able to renew these two important permits has proven to be a very effective collection stimulus. Outstanding motor vehicle excises were reduced by over \$420,000, a reduction of over 25 percent from the previous year. Over 94 percent of the 34,000 bills issued during the year were collected in a timely manner.

### Cash Management

A total of \$644,000 in investment income was earned during the year. This was about \$60,000 more than the amount earned during 1994. This increase was the result of a more aggressive management program that was instituted during the latter part of 1994. Use of a new automatic "sweep" account that invests funds each night, along with the use of a weekly interest rate bid-



ding request, have insured our obtaining the highest rates available while retaining prudent safety and necessary liquidity throughout the year. Higher risk type investments, such as derivatives and similar devices, are specifically avoided. The Commonwealth's "legal" list of investments for savings banks and other thrift institutions are the only allowable investments that are used.

### **Other Accomplishments**

The department continued to search for less expensive ways to obtain the required banking and financial advisory services. Last year we were proud to report that the costs to the town for these services were reduced by over 26 percent. This year we were able to accomplish an additional significant reduction through very competitive bidding. These costs were reduced by \$40,000 for 1995. Over the past two years, banking service charges have been reduced from \$150,000 per year to around \$80,000.

Expenses related to other financial advisory services, including the issuance of bonds, were similarly put out to

bid. In 1994 the same level of service was retained with a 34 percent reduction in costs. This year, costs for these services decreased by about 5 percent but the level of activity, due in large part to the 1995 High School remodeling capital project, increased almost twofold.

A substantial portion of the work related to the issuance of bonds was, for the second year in a row, done internally. This resulted in a significant reduction in costs.

### **Closing**

Your Treasurer/Collector continues to be proud of the accomplishments cited above as well as the improvement in the Office's day to day operations. This is the most ideal opportunity for me, on behalf of the town, to express a most sincere thank you to the finest staff that a manager could ask for. They deserve the credit for the job well done. I genuinely feel privileged to be able to render public service under this environment.

## **Retirement Board**

The Brookline Retirement Board administers, in accordance with M.G.L. Chapter 32, the Contributory Retirement System which includes most town employees except for teachers who are covered by a separate state system. The Board and staff are overseen by the Public Employee Retirement Administration, the state agency responsible for the administration and regulation of 107 public retirement systems state-wide.

The retirement office, administered by the Director and overseen by a three-member Board, provides counseling to employees regarding their rights and benefits, processes all retirements voted by the Retirement Board and issues annual statements of account to all members. In addition, the staff is responsible for the accounting of administrative expenses as well as the investment portfolio. Copies of all accounting records are sent to the state monthly. The staff is also responsible for maintaining membership and retiree records and issuing a monthly payroll to approximately 800 town retirees.

The Retirement Board employs two professional investment managers to invest the assets of the retirement system in accordance with investment policies promulgated by the Board and approved by the state. In addition to the managers, a bank custodian is used for the custodianship of the investment portfolio, and an asset consultant is on retainer to provide investment

advice to the Retirement Board and perform manager searches, when necessary, and performance evaluations, and to assist on all other matters regarding the investment of the Pension Fund. An actuary is retained in order to provide a report on the funding of the pension fund and to determine the proper annual appropriation to be made by the town. This information is sent to the state to be certified.

The Public Employee Retirement Administration provides an annual report to all 107 retirement systems that ranks them in order of performance. In 1994 the Brookline Retirement System ranked 73rd in performance among the 107 Massachusetts public funds with a total return of -1.75 percent. Over five years the Brookline Retirement System ranks 6th with a return of 8.76 percent. In 1995, the Retirement Fund earned a 26.1 percent return. Due to the cutoff date for this report, the 1995 state ranking of Massachusetts public funds was not available.

The pension fund's market value at the end of 1995 totaled \$95.1 million. An updated full actuarial valuation will be performed in early 1996 which will indicate the total underfunded liability of the retirement fund. The fund through 1994 is greater than 50 percent funded, however, this should improve due to the fund's 1995 investment performance. The fund is expected to be 100 percent funded by the year 2028.

# TOWN OF BROOKLINE TELEPHONE DIRECTORY

MAIN NUMBER 617-730-2000

## EMERGENCY TELEPHONE NUMBERS:

|              |                                |
|--------------|--------------------------------|
| POLICE       | 911                            |
| FIRE         | 911                            |
| AMBULANCE    | 911                            |
| HIGHWAY      | 730-2160                       |
| PARKS        | 730-2167                       |
| WATER/SEWER  | 730-2175                       |
| HOME HEATING | 730-2300 (weekdays)            |
|              | 730-2222 (evenings & weekends) |

| <u>DEPARTMENT</u>               | <u>TELEPHONE</u> | <u>FAX</u> |
|---------------------------------|------------------|------------|
| ASSESSORS                       | 730-2060         | 739-7572   |
| BUILDING                        | 730-2100         | 739-7542   |
| COMPTROLLER                     | 730-2022         | 730-2298   |
| COUNCIL ON AGING                | 730-2111         | 739-7515   |
| ECONOMIC DEVELOPMENT            | 730-2468         | 730-2442   |
| FIRE (office)                   | 730-2272         | 730-2391   |
| FIRE (non-emergency)            | 730-2260         |            |
| HEALTH                          | 730-2300         | 730-2296   |
| HUMAN RELATIONS/YOUTH RESOURCES | 730-2330         | 730-2296   |
| INFORMATION SERVICES            | 730-2003         | 730-2054   |
| LIBRARY                         |                  |            |
| MAIN LIBRARY                    | 730-2345         |            |
| COOLIDGE CORNER BRANCH          | 730-2380         |            |
| PUTTERHAM BRANCH                | 730-2385         |            |
| ADMINISTRATIVE OFFICE           | 730-2360         | 232-7146   |
| PERSONNEL                       | 730-2120         | 730-2054   |
| PLANNING                        | 730-2130         | 730-2442   |
| POLICE (non-emergency)          | 730-2222         | 730-8454   |
| PRESERVATION COMMISSION         | 730-2089         | 739-7542   |
| PUBLIC WORKS                    |                  |            |
| ADMINISTRATIVE OFFICE           | 730-2156         | 730-2258   |
| CEMETERY                        | 730-2179         | 730-2258   |
| CONSERVATION                    | 730-2088         | 730-2258   |
| ENGINEERING                     | 730-2139         | 730-2258   |
| HIGHWAY                         | 730-2156         | 730-2258   |
| PARK/FORESTRY (non-emergency)   | 730-2145         | 730-2167   |
| WATER/SEWER (non-emergency)     | 730-2170         | 730-2258   |
| RECYCLING HOT LINE              | 730-2500         |            |
| PURCHASING                      | 730-2195         | 730-2054   |
| RECREATION                      |                  |            |
| MAIN OFFICE                     | 730-2069         | 739-7531   |
| GOLF COURSE                     | 730-2078         |            |
| GYM                             | 730-2279         |            |
| HIRE ONE                        | 730-2076         |            |
| RAFT PROGRAM                    | 739-7578         |            |
| SKATING RINK                    | 739-7518         |            |
| SWIMMING POOL                   | 730-2778         |            |
| RETIREMENT                      | 730-2028         | 730-2298   |
| SCHOOLS                         | 730-2400         | 730-2108   |
| SELECTMEN                       | 730-2200         | 730-2054   |
| TOWN ADMINISTRATOR              | 730-2211         | 730-2054   |
| TOWN CLERK                      | 730-2010         | 730-2298   |
| TOWN COUNSEL                    | 730-2190         | 730-2054   |
| TRANSPORTATION                  | 730-2177         | 730-2258   |
| TREASURER                       | 730-2020         | 730-2298   |
| VETERANS' SERVICES              | 730-2112         | 730-2296   |

To view the Brookline Home Page on the Internet as well as the community service page "Brookline On Line", maintained by Mark Levy, please visit "<http://www.brookline.mec.edu>".



# TOWN OF BROOKLINE, MASSACHUSETTS

Settled: 1638

Incorporated 1705

Population: 52,416

Land Area: 6.81 Square miles

Government: Representative Town Meeting (251 Town Meeting Members) with five-member Board of Selectmen and Town Administrator.

Located four miles from downtown Boston, in Norfolk County, Brookline is one of the largest towns in New England. It is primarily a mature suburban, residential community. The primary occupations of Brookline residents are management and professional, heavily concentrated in the fields of medicine and education.

FY 1996 Assessed Valuation:

\$4,700,818,200

FY 1996 Tax Rate:

Residential \$18.41

Commercial \$27.36

Residential Exemption \$58,210

## Political

|                   |         |
|-------------------|---------|
| Registered Voters | .29,439 |
| Democrats         | .12,985 |
| Republicans       | .2,692  |
| Unenrolled        | .13,750 |
| Libertarian       | .11     |
| Socialist         | .1      |

## Brookline Legislators

United States Senators

Edward M. Kennedy

John F. Kerry

United States Representative in Congress

Barney Frank

State Senator

Lois Pines

State Representatives

John A. Businger

David B. Cohen

Paul C. Demakis

David Donnelly

Steven A. Tolman

The Town of Brookline is an Affirmative Action/Equal Opportunity employer.

The Town of Brookline does not discriminate on the basis of disability in admission to, access to, or operations of its programs, services, or activities.

The Town of Brookline does not discriminate on the basis of disability in its hiring or employment practices.









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## **TOWN OF BROOKLINE, MASSACHUSETTS**

**General Purpose Financial Statements  
and Required Supplementary Information  
and Supplemental Schedules for the  
Year Ended June 30, 1995  
and Independent Auditors' Report**

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# TOWN OF BROOKLINE, MASSACHUSETTS

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## INDEPENDENT AUDITORS' REPORT

The Board of Selectmen  
Town of Brookline, Massachusetts:

We have audited the general purpose financial statements of the Town of Brookline, Massachusetts, as of and for the year ended June 30, 1995 (December 31, 1994 for the Pension Trust Fund) as listed in the accompanying Table of Contents. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Brookline, Massachusetts, at June 30, 1995 (December 31, 1994 for the Pension Trust Fund) and the results of its operations and the cash flows of its Proprietary Fund Type and Nonexpendable Trust Funds for the year then ended, in conformity with generally accepted accounting principles.

As discussed in Note 15, the Town changed its method of accounting for its risk financing activities and fixed assets.

Our audit was conducted for the purpose of forming an opinion on the general purpose financial statements taken as a whole. The accompanying required supplementary information and supplemental schedules listed in the foregoing Table of Contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements. These schedules are also the responsibility of the Town's management. Such additional information has been subjected to the auditing procedures applied in our audit of the general purpose financial statements and, in our opinion, is fairly stated in all material respects when considered in relation to the general purpose financial statements taken as a whole.





The general purpose financial statements of the Town for the year ended June 30, 1994 were audited by other auditors whose report, dated December 1, 1994, expressed a qualified opinion on those statements for not maintaining cost records of all of its general fixed assets as required by generally accepted accounting principles. Certain data from the 1994 general purpose financial statements have been included herein for comparative purposes only.

In accordance with *Government Auditing Standards*, we have also issued a report dated October 20, 1995 on our consideration of the Town's internal control structure and a report dated October 20, 1995 on its compliance with laws and regulations.

*Deloitte & Touche LLP*

October 20, 1995





TOWN OF BROOKLINE, MASSACHUSETTS

COMBINED BALANCE SHEET - ALL FUND TYPES AND ACCOUNT GROUPS  
JUNE 30, 1995 (EXCEPT FOR THE PENSION TRUST FUND WHICH IS AS OF DECEMBER 31, 1994)

|  | Governmental Fund Types |                 |                  | Proprietary Fund Type | Fiduciary Fund Types |               | Account Groups                |                      | Total (Memorandum Only) |                |
|--|-------------------------|-----------------|------------------|-----------------------|----------------------|---------------|-------------------------------|----------------------|-------------------------|----------------|
|  | General                 | Special Revenue | Capital Projects | Internal Service Fund | Trust and Agency     | Pension Trust | General Long-term Obligations | General Fixed Assets | 1995                    | 1994           |
|  |                         |                 |                  |                       |                      |               |                               |                      |                         |                |
| ASSETS AND OTHER DEBITS  |                         |                 |                  |                       |                      |               |                               |                      |                         |                |
| CASH AND CASH EQUIVALENTS  | \$ 11,199,372           | \$ 2,526,924    | \$ 5,787,175     | \$ 2,033,621          | \$ 3,171,881         | \$ 338,432    |                               |                      | \$ 25,057,405           | \$ 27,293,215  |
| INVESTMENTS  |                         |                 |                  |                       | 11,192,585           | 77,994,370    |                               |                      | 89,186,955              | 85,966,955     |
| RECEIVABLES:   |                         |                 |                  |                       |                      |               |                               |                      |                         |                |
| Property taxes   | 1,144,315               |                 |                  |                       |                      |               |                               |                      | 1,144,315               | 1,392,164      |
| Property tax liens   | 1,369,179               |                 |                  |                       |                      |               |                               |                      | 1,369,179               | 1,562,146      |
| Motor vehicle excise   | 1,246,325               |                 |                  |                       |                      |               |                               |                      | 1,246,325               | 1,671,713      |
| Departmental   | 1,292,990               |                 |                  |                       |                      |               |                               |                      | 1,292,990               | 1,671,465      |
| Intergovernmental  |                         | 1,254,411       |                  |                       |                      |               |                               |                      | 1,254,411               | 553,352        |
| User charges   | 2,526,730               |                 |                  |                       | 409,742              |               |                               |                      | 2,936,472               | 2,095,859      |
| Note   |                         |                 |                  |                       |                      |               |                               |                      | 0                       | 8,467          |
| Accrued interest   |                         |                 |                  |                       |                      | 655,388       |                               |                      | 655,388                 | 607,862        |
| Other  |                         | 46,228          |                  |                       |                      | 1,051,527     |                               |                      | 1,097,755               | 1,714,799      |
| PREPAID EXPENSES   | 72,534                  |                 |                  |                       |                      |               |                               |                      | 72,534                  | 0              |
| PROPERTY, PLANT AND EQUIPMENT  |                         |                 |                  |                       |                      |               |                               | \$ 66,365,256        | 66,365,256              | 36,142,336     |
| DEPOSITS AND OTHER ASSETS  |                         |                 |                  | 666,000               |                      |               |                               |                      | 666,000                 | 720,914        |
| AMOUNTS TO BE PROVIDED FOR THE RETIREMENT OF GENERAL LONG-TERM OBLIGATIONS |                         |                 |                  |                       |                      |               | \$ 124,020,970                |                      | 124,020,970             | 112,309,850    |
| TOTAL ASSETS AND OTHER DEBITS  | \$ 18,851,445           | \$ 3,827,563    | \$ 5,787,175     | \$ 2,699,621          | \$ 14,774,208        | \$ 80,039,717 | \$ 124,020,970                | \$ 66,365,256        | \$ 316,365,955          | \$ 273,711,097 |
| LIABILITIES, FUND EQUITY AND OTHER CREDITS                                 |                         |                 |                  |                       |                      |               |                               |                      |                         |                |
| WARRANTS AND ACCOUNTS PAYABLE  | \$ 1,480,071            | \$ 348,048      | \$ 688,664       | \$ 722                | \$ 18,081            | \$ 1,563,573  |                               |                      | \$ 4,099,159            | \$ 5,165,834   |
| RETAINAGE PAYABLE  |                         |                 |                  |                       |                      |               |                               |                      | 0                       | 885,633        |
| ACCRUED LIABILITIES:   |                         |                 |                  |                       |                      |               |                               |                      | 0                       | 0              |
| Tax abatement refunds  | 2,098,405               |                 |                  |                       |                      |               |                               |                      | 2,098,405               | 1,274,000      |
| Sick and vacation  |                         |                 |                  |                       |                      |               | \$ 5,165,490                  |                      | 5,165,490               | 5,044,000      |
| Pension costs  |                         |                 |                  |                       |                      |               | 72,359,000                    |                      | 72,359,000              | 64,984,000     |
| Claims and judgments   | 275,000                 |                 |                  | 525,000               |                      |               | 3,100,000                     |                      | 3,900,000               | 0              |
| Other  |                         | 40,373          |                  | 129,136               | 132,661              |               |                               |                      | 302,170                 | 289,113        |
| DEFERRED COMPENSATION  |                         |                 |                  |                       | 10,705,406           |               |                               |                      | 10,705,406              | 9,285,938      |
| GENERAL OBLIGATION BONDS PAYABLE   |                         |                 |                  |                       |                      |               | 43,396,480                    |                      | 43,396,480              | 42,281,850     |
| DEFERRED REVENUE   | 7,359,468               | 1,452,488       |                  |                       |                      |               |                               |                      | 8,811,956               | 8,220,704      |
| Total liabilities  | 11,212,944              | 1,840,909       | 688,664          | 654,858               | 10,856,148           | 1,563,573     | 124,020,970                   |                      | 150,838,066             | 137,431,072    |

(Continued)





TOWN OF BROOKLINE, MASSACHUSETTS

COMBINED BALANCE SHEET - ALL FUND TYPES AND ACCOUNT GROUPS  
JUNE 30, 1995 (EXCEPT FOR THE PENSION TRUST FUND WHICH IS AS OF DECEMBER 31, 1994)

|  | Governmental Fund Types |                    |                     | Proprietary<br>Fund Type    | Fiduciary<br>Fund Types |                  | Account Groups                      |                            | Total<br>(Memorandum<br>Only) |
|--|-------------------------|--------------------|---------------------|-----------------------------|-------------------------|------------------|-------------------------------------|----------------------------|-------------------------------|
|  | General                 | Special<br>Revenue | Capital<br>Projects | Internal<br>Service<br>Fund | Trust<br>and<br>Agency  | Pension<br>Trust | General<br>Long-Term<br>Obligations | General<br>Fixed<br>Assets |                               |
| LIABILITIES, FUND EQUITY AND OTHER CREDITS       |                         |                    |                     |                             |                         |                  |                                     |                            |                               |
| FUND EQUITY AND OTHER CREDITS:                   |                         |                    |                     |                             |                         |                  |                                     |                            |                               |
| Investments in general fixed assets              |                         |                    |                     | 1,728,450                   |                         |                  |                                     | \$ 66,365,256              | 66,365,256                    |
| Contributed capital                              |                         |                    |                     | 316,313                     |                         |                  |                                     |                            | 1,728,450                     |
| Retained earnings                                |                         |                    |                     |                             |                         |                  |                                     |                            | 316,313                       |
| Fund balances:                                   |                         |                    |                     |                             |                         |                  |                                     |                            |                               |
| Reserved for:                                    |                         |                    |                     |                             |                         |                  |                                     |                            |                               |
| Encumbrances and continuing appropriations       | 2,623,486               | 488,010            | 1,903,336           |                             | 8,005                   |                  |                                     |                            | 5,022,837                     |
| Nonexpendable trust principal                    |                         |                    |                     |                             | 1,726,288               |                  |                                     |                            | 1,726,288                     |
| Workers' compensation claims                     | 129,137                 |                    |                     |                             |                         |                  |                                     |                            | 129,137                       |
| Employees' benefits                              |                         |                    |                     |                             |                         | 78,476,144       |                                     |                            | 78,476,144                    |
| Unreserved – undesignated                        | 4,885,878               | 1,498,644          | 3,195,175           |                             | 2,183,767               |                  |                                     |                            | 11,763,464                    |
|  |                         |                    |                     |                             |                         |                  |                                     |                            |                               |
|  |                         |                    |                     |                             |                         |                  |                                     |                            |                               |
| Total fund equity and other credits              | 7,638,501               | 1,986,654          | 5,098,511           | 2,044,763                   | 3,918,060               | 78,476,144       |                                     | 66,365,256                 | 165,527,889                   |
|  |                         |                    |                     |                             |                         |                  |                                     |                            |                               |
| TOTAL LIABILITIES, FUND EQUITY AND OTHER CREDITS | \$ 18,851,445           | \$ 3,827,563       | \$ 5,787,175        | \$ 2,699,621                | \$ 14,774,208           | \$ 80,039,717    | \$ 124,020,970                      | \$ 66,365,256              | \$ 316,365,955                |
|  |                         |                    |                     |                             |                         |                  |                                     |                            |                               |
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(Concluded)

See notes to general purpose financial statements.





# TOWN OF BROOKLINE, MASSACHUSETTS

## COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - ALL GOVERNMENTAL FUND TYPES AND EXPENDABLE TRUST FUNDS YEAR ENDED JUNE 30, 1995

|   | Governmental Fund Types |                    |                     | Fiduciary<br>Fund Type | Total<br>(Memorandum<br>Only) |               |
|---|-------------------------|--------------------|---------------------|------------------------|-------------------------------|---------------|
|   | General                 | Special<br>Revenue | Capital<br>Projects | Expendable<br>Trust    | 1995                          | 1994          |
| <b>REVENUES:</b>  |                         |                    |                     |                        |                               |               |
| Real and personal property taxes  | \$ 76,033,298           |                    |                     |                        | \$ 76,033,298                 | \$ 70,454,616 |
| Motor vehicle excise  | 3,604,175               |                    |                     |                        | 3,604,175                     | 2,747,006     |
| Licenses and permits  | 756,107                 |                    |                     |                        | 756,107                       | 688,109       |
| Investment income   | 1,433,657               | \$ 24,339          |                     | \$ 276,965             | 1,734,961                     | 2,202,093     |
| Intergovernmental   | 8,873,916               | 4,760,280          | \$ 149,088          |                        | 13,783,284                    | 13,017,751    |
| Payments in lieu of taxes   | 1,049,753               |                    |                     |                        | 1,049,753                     | 1,045,258     |
| Water and sewer revenue   | 12,743,272              |                    |                     |                        | 12,743,272                    | 12,561,734    |
| Departmental and other revenue  | 6,098,619               | 5,547,674          |                     | 77,072                 | 11,723,365                    | 12,699,228    |
| Fines   | 2,955,546               |                    |                     |                        | 2,955,546                     | 2,913,070     |
| Miscellaneous   |                         |                    |                     | 2,226                  | 2,226                         | 0             |
| Total revenues  | 113,548,343             | 10,332,293         | 149,088             | 356,263                | 124,385,987                   | 118,328,865   |
| <b>EXPENDITURES:</b>  |                         |                    |                     |                        |                               |               |
| Current:  |                         |                    |                     |                        |                               |               |
| Education   | 35,252,839              | 5,449,541          |                     | 84,758                 | 40,787,138                    | 38,307,865    |
| General government  | 3,828,508               | 282,418            |                     |                        | 4,110,926                     | 4,020,606     |
| Public safety   | 20,502,715              | 110,933            |                     | 59,198                 | 20,672,846                    | 19,308,503    |
| Public works  | 18,644,883              | 10,519             |                     | 21,644                 | 18,677,046                    | 17,936,222    |
| Human services  | 1,528,882               | 58,491             |                     | 7,428                  | 1,594,801                     | 1,620,587     |
| Leisure services  | 3,128,595               | 968,873            |                     | 157,919                | 4,255,387                     | 4,503,919     |
| Pension and annuity   | 7,489,225               |                    |                     |                        | 7,489,225                     | 7,293,142     |
| State and district assessments  | 5,319,936               |                    |                     |                        | 5,319,936                     | 5,118,351     |
| Group self-insurance  |                         |                    |                     |                        | 0                             | 4,281,474     |
| Miscellaneous   |                         |                    |                     |                        | 0                             | 3,268         |
| Nondepartmental   | 11,437,412              | 1,580,414          |                     |                        | 13,017,826                    | 8,784,500     |
| Capital outlay  |                         |                    | 9,844,536           |                        | 9,844,536                     | 9,941,673     |
| Debt service  | 6,908,373               |                    |                     |                        | 6,908,373                     | 6,139,667     |
| Total expenditures  | 114,041,368             | 8,461,189          | 9,844,536           | 330,947                | 132,678,040                   | 127,259,777   |
| Excess of revenues over (under)<br>expenditures   | (493,025)               | 1,871,104          | (9,695,448)         | 25,316                 | (8,292,053)                   | (8,930,912)   |
| <b>OTHER FINANCING SOURCES (USES):</b>  |                         |                    |                     |                        |                               |               |
| Proceeds of bonds   |                         |                    | 5,805,000           |                        | 5,805,000                     | 8,976,850     |
| Operating transfers in (out), net   | 2,978,381               | (2,401,943)        | 64,593              | (641,031)              | 0                             | (2,581)       |
| Total other financing sources<br>(uses), net  | 2,978,381               | (2,401,943)        | 5,869,593           | (641,031)              | 5,805,000                     | 8,974,269     |
| <b>EXCESS (DEFICIENCY) OF REVENUES<br/>AND OTHER FINANCING SOURCES<br/>OVER EXPENDITURES AND OTHER<br/>FINANCING USES</b> |                         |                    |                     |                        |                               |               |
|   | 2,485,356               | (530,839)          | (3,825,855)         | (615,715)              | (2,487,053)                   | 43,357        |
| <b>FUND BALANCE, BEGINNING<br/>OF YEAR</b>  |                         |                    |                     |                        |                               |               |
|   | 5,153,145               | 2,517,493          | 8,924,366           | 3,517,442              | 20,112,446                    | 20,069,089    |
| <b>RESIDUAL EQUITY TRANSFER</b>   |                         |                    |                     |                        |                               |               |
|   |                         |                    |                     | (1,728,450)            | (1,728,450)                   | 0             |
| <b>FUND BALANCE, END OF YEAR</b>  |                         |                    |                     |                        |                               |               |
|   | \$ 7,638,501            | \$ 1,986,654       | \$ 5,098,511        | \$ 1,173,277           | \$ 15,896,943                 | \$ 20,112,446 |

See notes to general purpose financial statements.





# TOWN OF BROOKLINE, MASSACHUSETTS

## STATEMENT OF REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES (USES) - BUDGET AND ACTUAL (BUDGETARY BASIS) GENERAL FUND YEAR ENDED JUNE 30, 1995

|   | Final<br>Budget | Actual        | Variance<br>Favorable<br>(Unfavorable) | Year Ended<br>June 30, 1994<br>Actual |
|---|-----------------|---------------|--|---------------------------------------|
| REVENUES:   |                 |               |  |                                       |
| Real and personal property taxes  | \$ 76,305,491   | \$ 76,305,472 | \$ (19)                                | \$ 70,925,842                         |
| Motor vehicle excise  | 2,730,192       | 3,604,175     | 873,983                                | 2,745,231                             |
| Licenses and permits  | 730,350         | 756,107       | 25,757                                 | 688,527                               |
| Investment income   | 1,357,000       | 1,433,657     | 76,657                                 | 1,415,099                             |
| Intergovernmental   | 8,866,206       | 8,873,916     | 7,710                                  | 8,994,246                             |
| Payments in lieu of taxes   | 1,250,000       | 1,049,753     | (200,247)                              | 1,045,258                             |
| Water and sewer revenue   | 13,596,444      | 12,743,272    | (853,172)                              | 12,561,734                            |
| Departmental and other revenue  | 5,350,750       | 6,048,039     | 697,289                                | 5,857,022                             |
| Fines   | 2,915,000       | 2,955,546     | 40,546                                 | 2,913,070                             |
| Total revenues  | 113,101,433     | 113,769,937   | 668,504                                | 107,146,029                           |
| EXPENDITURES:   |                 |               |  |                                       |
| Education   | 35,453,973      | 35,452,130    | 1,843                                  | 33,111,845                            |
| General government  | 3,941,591       | 3,793,540     | 148,051                                | 3,697,865                             |
| Public safety   | 20,551,977      | 20,514,176    | 37,801                                 | 19,220,297                            |
| Public works  | 18,974,221      | 18,632,689    | 341,532                                | 17,948,502                            |
| Human services  | 1,656,483       | 1,550,737     | 105,746                                | 1,572,240                             |
| Leisure services  | 3,124,199       | 3,122,273     | 1,926                                  | 3,022,713                             |
| Pension and annuity   | 7,553,354       | 7,465,426     | 87,928                                 | 7,305,195                             |
| State and district assessments  | 5,254,452       | 5,319,936     | (65,484)                               | 5,118,351                             |
| Special articles  | 1,494,442       | 1,494,442     |  | 641,667                               |
| Nondepartmental   | 10,895,226      | 10,495,757    | 399,469                                | 6,341,943                             |
| Debt service  | 7,013,058       | 6,908,373     | 104,685                                | 6,139,667                             |
| Total expenditures  | 115,912,976     | 114,749,479   | 1,163,497                              | 104,120,285                           |
| EXCESS (DEFICIENCY) OF REVENUES<br>OVER EXPENDITURES  | (2,811,543)     | (979,542)     | 1,832,001                              | 3,025,744                             |
| OTHER FINANCING SOURCES (USES):   |                 |               |  |                                       |
| Available funds   | 216,000         | 216,000       | 0                                      |                                       |
| Operating transfers in:   |                 |               |  |                                       |
| Capital project funds   | 118,000         | 118,000       | 0                                      | 1,673,406                             |
| Special revenue funds   | 2,442,543       | 2,442,543     | 0                                      | (3,836,999)                           |
| Trust funds   | 35,000          | 35,000        | 0                                      |                                       |
| Total other financing sources (uses)  | 2,811,543       | 2,811,543     | 0                                      | (2,163,593)                           |
| EXCESS (DEFICIENCY) OF REVENUES AND<br>OTHER FINANCING SOURCES OVER<br>EXPENDITURES AND OTHER FINANCING<br>SOURCES (USES) | \$ 0            | \$ 1,832,001  | \$ 1,832,001                           | \$ 862,151                            |





# TOWN OF BROOKLINE, MASSACHUSETTS

## COMBINED STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND EQUITY - INTERNAL SERVICE FUND, PENSION TRUST FUND AND NONEXPENDABLE TRUST FUNDS YEAR ENDED JUNE 30, 1995 (EXCEPT FOR THE PENSION TRUST FUND WHICH IS FOR THE YEAR ENDED DECEMBER 31, 1994)

|   | Proprietary<br>Fund Type | Fiduciary Fund Types     |                                 | Total<br>(Memorandum<br>Only) |                     |
|---|--------------------------|--------------------------|---------------------------------|-------------------------------|---------------------|
|   | Internal Service<br>Fund | Pension<br>Trust<br>Fund | Nonexpendable<br>Trust<br>Funds | 1995                          | 1994                |
| OPERATING REVENUES:   |                          |                          |                                 |                               |                     |
| Investment income   |                          | \$ 1,370,668             | \$ 21,627                       | \$ 1,392,295                  | \$ 4,466,979        |
| Premiums  | \$4,410,688              |                          |                                 | 4,410,688                     |                     |
| Net unrealized gain in fair value<br>of investments                       |                          |                          | 42,885                          | 42,885                        | 3,823,294           |
| Contributions   |                          | 9,432,560                | 153,546                         | 9,586,106                     | 9,542,886           |
| Intergovernmental   |                          | 964,986                  |                                 | 964,986                       | 1,210,499           |
| Total operating revenues  | <u>4,410,688</u>         | <u>11,768,214</u>        | <u>218,058</u>                  | <u>16,396,960</u>             | <u>19,043,658</u>   |
| OPERATING EXPENSES:   |                          |                          |                                 |                               |                     |
| Claims  | 3,793,617                |                          |                                 | 3,793,617                     |                     |
| Salaries, wages and fringe benefits                                       |                          | 112,238                  |                                 | 112,238                       | 109,058             |
| Insurance   | 246,570                  |                          |                                 | 246,570                       |                     |
| Benefits paid   |                          | 10,236,093               |                                 | 10,236,093                    | 9,775,545           |
| Net unrealized loss in fair value of investments                          |                          | 135,875                  |                                 | 135,875                       |                     |
| Member refunds, and transfers and<br>reimbursements to other systems, net |                          | 268,158                  |                                 | 268,158                       | 778,647             |
| Other   | 54,188                   | 38,224                   |                                 | 92,412                        | 67,561              |
| Total operating expenses  | <u>4,094,375</u>         | <u>10,790,588</u>        |                                 | <u>14,884,963</u>             | <u>10,730,811</u>   |
| INCOME BEFORE TRANSFERS   | 316,313                  | 977,626                  | 218,058                         | 1,511,997                     | 8,312,847           |
| TRANSFERS IN FROM EXPENDABLE<br>TRUST FUNDS                               |                          |                          |                                 |                               | 2,581               |
| NET INCOME  | 316,313                  | 977,626                  | 218,058                         | 1,511,997                     | 8,315,428           |
| FUND EQUITY, BEGINNING OF YEAR  |                          | 77,498,518               | 2,526,725                       | 80,025,243                    | 71,709,815          |
| RESIDUAL EQUITY TRANSFER  | <u>1,728,450</u>         |                          |                                 | <u>1,728,450</u>              |                     |
| FUND EQUITY, END OF YEAR  | <u>\$2,044,763</u>       | <u>\$78,476,144</u>      | <u>\$2,744,783</u>              | <u>\$83,265,690</u>           | <u>\$80,025,243</u> |

See notes to general purpose financial statements.





# TOWN OF BROOKLINE, MASSACHUSETTS

## STATEMENT OF CASH FLOWS – INTERNAL SERVICE FUND AND NONEXPENDABLE TRUST FUNDS YEAR ENDED JUNE 30, 1995

|   | Proprietary<br>Fund Type<br><u>Internal</u><br>Service Fund | Fiduciary<br>Fund Type<br><u>Nonexpendable</u><br>Trust Funds |
|---|---|---|
| CASH FLOWS FROM OPERATING ACTIVITIES:   |   |   |
| Net income (loss)   | \$ 316,313  | \$ 218,058  |
| Adjustments to reconcile net income (loss) to net cash<br>provided by operating activities: |   |   |
| Net unrealized loss in fair value of investments  |   | (42,885)  |
| Changes in assets and liabilities:  |   |   |
| Other assets  | (666,000)   |   |
| Claims and judgments  | 525,000   |   |
| Accounts payable and other  | <u>129,858</u>  | <u>          </u>   |
| Net cash provided by operating activities   | 305,171   | 175,173   |
| CASH FLOWS FROM NONCAPITAL FINANCING<br>ACTIVITIES – Residual equity transfer               | 1,728,450   |   |
| CASH FLOWS FROM INVESTING ACTIVITIES –<br>Sale of investments, net                          | <u>          </u>   | <u>(146,301)</u>  |
| NET INCREASE IN CASH AND CASH EQUIVALENTS   | 2,033,621   | 28,872  |
| CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR  | <u>          </u>   | <u>2,258,268</u>  |
| CASH AND CASH EQUIVALENTS, END OF YEAR  | <u>\$2,033,621</u>  | <u>\$2,287,140</u>  |

See notes to general purpose financial statements.





# TOWN OF BROOKLINE, MASSACHUSETTS

## STATEMENT OF CHANGES IN ASSETS AND LIABILITIES - AGENCY FUNDS YEAR ENDED JUNE 30, 1995

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|                               | Balance,<br>July 1, 1994 | Additions          | Deductions         | Balance,<br>June 30, 1995 |
|-------------------------------|--------------------------|--------------------|--------------------|---------------------------|
| ASSETS:                       |                          |                    |                    |                           |
| Cash                          | \$9,040,641              | \$2,606,368        | \$1,218,684        | \$10,428,325              |
| User charges                  | <u>260,709</u>           | <u>1,335,933</u>   | <u>1,186,900</u>   | <u>409,742</u>            |
| TOTAL ASSETS                  | <u>\$9,301,350</u>       | <u>\$3,942,301</u> | <u>\$2,405,584</u> | <u>\$10,838,067</u>       |
| LIABILITIES:                  |                          |                    |                    |                           |
| Warrants and accounts payable | \$ 15,412                | \$1,335,933        | \$1,218,684        | \$ 132,661                |
| Deferred compensation         | <u>9,285,938</u>         | <u>1,419,468</u>   | <u>          </u>  | <u>10,705,406</u>         |
| TOTAL LIABILITIES             | <u>\$9,301,350</u>       | <u>\$2,755,401</u> | <u>\$1,218,684</u> | <u>\$10,838,067</u>       |

See notes to general purpose financial statements.





# TOWN OF BROOKLINE, MASSACHUSETTS

## NOTES TO GENERAL PURPOSE FINANCIAL STATEMENTS YEAR ENDED JUNE 30, 1995 (EXCEPT FOR THE PENSION TRUST FUND WHICH IS FOR THE YEAR ENDED DECEMBER 31, 1994)

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### 1. REPORTING ENTITY

The Town of Brookline (the "Town") was founded in 1630 as a part of Boston and was incorporated in 1705 under the statutes of the Commonwealth of Massachusetts (the "Commonwealth"). The Town operates under a representative town meeting form of government and provides the following services: general and administrative services, individual and community protection, education, health, culture, leisure time, environmental preservation, community development, planning and zoning, water and sewer, and highway and street construction and maintenance. The Town is governed by an elected Board of Selectmen.

Generally accepted accounting principles ("GAAP") require that the accompanying general purpose financial statements present the Town (the primary government) and its component units. Component units are included in the Town's reporting entity if their operational and financial relationships with the Town are significant. Pursuant to this criteria, the Town of Brookline's Retirement System (the "System") has been identified as a component unit. The System was established under the authority of Chapter 32 of the Massachusetts General Laws, as amended, and is an independent contributory retirement system available to employees of the Town. The powers of the System are vested in the Retirement Board. The System has been blended into the Town's Fiduciary Funds for reporting purposes.

The Town has entered into two joint ventures with other municipalities to pool resources and share the costs, risks, and rewards of providing goods or services to venture participants directly, or for the benefit of the general public or specified service recipients. The following is a list of the Town's joint ventures, their purpose, and the address where the joint venture financial statements are available:

| Joint Venture                              | Purpose                            | Address                              |
|--|------------------------------------|--------------------------------------|
| Massachusetts Water Resources Authority    | To provide water and sewer service | 100 First Avenue<br>Boston, MA 02189 |
| Massachusetts Bay Transportation Authority | To provide public transportation   | 10 Park Plaza<br>Boston, MA 02116    |





## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

***Basis of Presentation*** – The financial condition and results of operations of the Town’s funds are presented as of and for the year ended June 30, 1995, except for the Town’s Pension Trust Fund, which is presented as of and for the year ended December 31, 1994. The accounting policies of the Town conform with GAAP as applied to governmental units. The Governmental Accounting Standards Board (“GASB”) is the accepted standard setting body for establishing governmental accounting and financial reporting principles.

***Fund Accounting*** —The accounts of the Town are organized on the basis of funds and account groups, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts which comprise its assets, liabilities, fund equity, revenues, and expenditures/expenses. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped in the financial statements into three broad fund categories comprised of six fund types and two account groups as follows:

### **Governmental Funds**

***General Fund*** is the principal fund of the Town and is used to account for financial transactions not properly accounted for in another fund.

***Special Revenue Funds*** are used to provide separate accountability for revenues that are restricted to expenditures for specified purposes (other than major capital projects or expendable trusts).

***Capital Project Funds*** are used to account for resources used for the acquisition of major capital assets except those financed entirely by the general or proprietary funds.

### **Proprietary Funds**

***Internal Service Fund*** is used to account for the financing of goods or services provided by one department to other departments of the Town on a cost reimbursement basis. The Town’s internal service fund is used to account for the financing of medical claims of all covered Town employees and their covered dependents. Amounts are charged to other funds and covered employees for services provided.

### **Fiduciary Funds**

***Trust and Agency Funds*** are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. These include expendable trusts, nonexpendable trusts and agency funds. Expendable trust funds are accounted for in essentially the same manner as governmental funds. Nonexpendable trust funds are accounted for in essentially the same manner as the proprietary fund. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.





## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### Fiduciary Funds (Continued)

*Pension Trust Fund* is used to account for the assets, liabilities, and changes in net assets available for benefits of the Town-administered retirement system.

### Account Groups

*The General Long-Term Obligation Account Group* is used to account for general obligation bonds and other forms of long-term obligations of the Town that are backed by the full faith and credit of the Town and not recorded as proprietary funds.

*The General Fixed Assets Account Group* is used to account for all general fixed assets of the Town.

*Basis of Accounting* – The modified accrual basis of accounting is followed by governmental funds, expendable trust funds and agency funds. Under the modified accrual basis of accounting, revenues are recorded when they become measurable and available to pay liabilities of the current period. Revenues not considered available are recorded as deferred revenues. Expenditures are recorded when the liability is incurred except for (1) interest on general long-term obligations, which is recorded when due, and (2) the noncurrent portion of accrued vacation and sick leave, pension costs, and judgments and claims, which is recorded in the general long-term obligations account group.

In applying the “susceptible to accrual” concept to intergovernmental revenues, there are essentially two types of revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to the Town; therefore, revenues are recognized based upon the expenditures incurred. In the other, monies are virtually unrestricted and are usually revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt or earlier if the susceptible to accrual criteria are met.

Property taxes are recognized as revenue in the year for which taxes have been levied, provided they are collected within 60 days after year end. Licenses and permits, fines and forfeitures, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received. Investment earnings are recorded as earned.

The accrual basis of accounting is used by proprietary funds, nonexpendable trust funds and pension trust funds. These revenues are recognized when they are earned, and these expenses are recognized when they are incurred.

*Encumbrances and Continuing Appropriations* – Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of funds are recorded in order to reserve that portion of the applicable appropriation, is employed in governmental funds. Open encumbrances at year end are reported as reservations of fund balances. Encumbrances do not constitute expenditures or liabilities, except for budgetary purposes.

Certain unexpended and unencumbered appropriations for incomplete projects are carried over to succeeding years. Such continuing appropriations are accounted for similar to encumbrances.





## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

**Cash and Cash Equivalents** – Cash and cash equivalents consist substantially of interest-bearing deposits with financial institutions and investments with a maturity of three months or less.

**Investments** – Investments in marketable securities held in the fiduciary fund types, except the pension trust fund, are recorded at cost. Investments in mutual funds held in agency funds are recorded at their quoted market value.

Bond investments of the pension trust fund are recorded at cost, which is the original cost of the investment adjusted for any bond premium amortization or discount accretion calculated ratably to maturity. Equity securities are recorded at their quoted market value.

Investments in the deferred compensation plan represent mutual funds.

**Other Assets** – Other assets in the internal service fund represent a deposit for prepaid premiums for health insurance.

**Inventory** – The cost of inventory is recorded as an expenditure at the time individual inventory items are consumed (consumption method).

**Accrued Sick and Vacation** – Employees are granted vacation and sick leave in varying amounts. Upon retirement, termination or death, certain employees are compensated for unused vacation and sick leave (subject to certain limitations) at their then current rates of pay. The amount of sick and vacation costs which are not currently due and payable is recorded in the general long-term obligations account group.

**General Fixed Assets** – General fixed assets are recorded as expenditures in the governmental funds and capitalized at cost in the general fixed assets account group. Contributed fixed assets are recorded at their estimated fair market value at the time received.

Certain improvements such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, and lighting systems are not capitalized. Such assets normally are immovable and of value only to the Town. Therefore, the purpose of stewardship for capital expenditures is satisfied without recording these assets. Depreciation is not provided on general fixed assets.

**Transfers** – Transfers of resources from a fund receiving revenue to the fund through which the resources are to be expended are recorded as operating transfers and are reported as other financing sources (uses). Residual equity transfers are nonoccurring transfers of equity between funds.

**Fund Equity** – Contributed capital is recorded in proprietary funds that have received contributions from other funds. Reserves represent those portions of fund equity not appropriable for expenditure or legally segregated for a specific future use.

**Total Columns** – Total columns on the general purpose financial statements are captioned “Memorandum Only” to indicate that they are presented only to facilitate financial analysis. Data in these columns do not present financial position, results of operations, or changes in financial position in conformity with generally accepted accounting principles. Such data are not comparable to a consolidation of the various fund types and account groups.





### **3. PROPERTY TAXES**

Real and personal property taxes are based on values assessed as of each January 1 and are due in quarterly installments on the subsequent August 1, November 1, February 1 and May 1. By law, all taxable property in the Commonwealth of Massachusetts must be assessed at 100% of fair cash value. Taxes due and unpaid after the respective due dates are subject to interest and penalties. The Town has an ultimate right to foreclose on property for which taxes have not been paid. Property taxes levied are recorded as receivables in the fiscal year of the levy.

A statewide tax limitation statute known as "Proposition 2½" limits the property tax levy to an amount equal to 2½% of the value of all taxable property in the Town. A secondary limitation is that no levy in a fiscal year may exceed the preceding year's allowable tax levy by more than 2½%, plus taxes levied on certain property newly added to the tax rolls. Certain Proposition 2½ taxing limitations can be overridden by a Town-wide referendum vote.

### **4. BUDGETARY BASIS OF ACCOUNTING**

The Town must establish its property tax rate each year so that the resulting property tax levy will comply with the limits required by Proposition 2½ and also constitute that amount which will equal the sum of (a) the aggregate of all annual appropriations for expenditures and transfers, plus (b) provision for the prior fiscal year's deficits, if any, less (c) the aggregate of all nonproperty tax revenue and transfers projected to be received by the Town, including available surplus funds.

The annual appropriations for the general fund of the Town are made at the Annual Town Meeting held each May. Appropriations may also be voted at Special Town Meetings. The Town has an advisory committee which submits reports on proposed appropriations at Town Meetings. The Town does not vote on annual appropriations for the special revenue and capital projects funds.

The budgets for all departments and operations of the Town, except that of public schools, are prepared under the direction of the Board of Selectmen. The School Department budget is prepared under the direction of the School Committee. The Town's department heads may make transfers of appropriations within a budget category. Transfers of appropriations between categories require a Town Meeting vote. The school budget, included within the general fund, is limited to the amount appropriated by Town Meeting, but the school committee retains full power to allocate the funds appropriated.

It is unlawful to authorize an expenditure in excess of the amounts which have been appropriated at Town Meetings.





#### 4. BUDGETARY BASIS OF ACCOUNTING (CONTINUED)

The Town's general fund budget is prepared on a basis other than GAAP. The "actual" results column of the Statement of Revenues, Expenditures and Other Financing Sources (Uses) – Budget and Actual (Budgetary Basis) is presented on a "budget basis" to provide a meaningful comparison with the budget. The major differences between the budgetary and GAAP basis are that:

- (a) Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, and certain other revenues, which are recorded as revenues when levied (budget), as opposed to when susceptible to accrual (GAAP).
- (b) Encumbrances and continuing appropriations are recorded as the equivalent of expenditures (budget), as opposed to a reservation of fund balance (GAAP).

The following reconciliation summarizes the differences between budget and GAAP basis accounting principles for the year ended June 30, 1995:

|  | Revenue        | Expenditures   | Other Financing<br>Sources<br>(Uses), Net |
|--|----------------|----------------|---|
| As reported on a budgetary basis                             | \$ 113,769,937 | \$ 114,749,479 | \$ 2,811,543                              |
| Adjustment of revenues to a modified<br>accrual basis:       |                |                |   |
| Real and personal property taxes                             | (272,174)      |                |   |
| Other revenues   | 50,580         |                |   |
| Adjustment for encumbrances and<br>continuing appropriations |                | (983,111)      |   |
| Adjustment for accrual of workers'<br>compensation claims    |                | 275,000        |   |
| Adjustment for other available funds                         |                |                | (216,000)                                 |
| Adjustment for unbudgeted transfers                          |                |                | 382,838                                   |
|  | <hr/>          | <hr/>          | <hr/>                                     |
| As reported on a GAAP basis                                  | \$ 113,548,343 | \$ 114,041,368 | \$ 2,978,381                              |

#### 5. CASH, CASH EQUIVALENTS AND INVESTMENTS

Cash and cash equivalents include cash on hand and certificates of deposit with original maturities of three months or less.

Statutes require the Treasurer to invest Town funds in bonds or notes which are legal investments for savings banks, including U.S. obligations, certificates of deposit, money market accounts, bank deposits, repurchase agreements and the State Treasurer's investment pool. In addition, the statutes impose various limitations on the amount and length of investments and deposits. Repurchase agreements cannot be for a period of over ninety days, and the underlying security must be a U.S. obligation.





## 5. CASH, CASH EQUIVALENTS AND INVESTMENTS (CONTINUED)

The amortized cost of bonds represents the original cost of the investment plus or minus bond discounts or bond premium calculated ratably to maturity. The market values of stocks were determined by closing prices for those securities traded on national stock exchanges and at the average of bid-and-asked quotations for those securities traded in the over-the-counter market.

**Deposits and Investments** - At year end, the carrying amount of deposits (all fund types and account group) was \$15,136,769 and the bank balance was \$17,481,309. Of the bank balance, \$2,231,182 was covered by federal depository insurance, \$1,187,464 was collateralized and \$14,062,663 was uninsured and uncollateralized.

In accordance with GAAP, investments as detailed in the following paragraphs are classified as to credit risk by the three categories described below:

Category 1: Insured or registered, with securities held by the Town or its agent in the Town's name.

Category 2: Uninsured and unregistered, with securities held by the counterparty's trust department or agent in the Town's name.

Category 3: Uninsured and unregistered, with securities held by the counterparty or by its trust department or agent but not in the Town's name.

Investments of the pension trust fund as of December 31, 1994 are summarized as follows:

|   | <b>Category</b> |                      |          | <b>Carrying<br/>Value</b> | <b>Market<br/>Value</b> |
|---|-----------------|----------------------|----------|---------------------------|-------------------------|
|   | <b>1</b>        | <b>2</b>             | <b>3</b> |                           |                         |
| U.S. Government and<br>Government agency<br>obligations |                 | \$ 13,627,064        |          | \$ 13,627,064             | \$ 13,099,163           |
| Common stocks   |                 | 36,746,238           |          | 36,746,238                | 36,746,238              |
| Corporate debt<br>securities                            |                 | <u>27,621,068</u>    |          | <u>27,621,068</u>         | <u>25,904,182</u>       |
|   |                 | <u>\$ 77,994,370</u> |          | <u>\$ 77,994,370</u>      | <u>\$ 75,749,583</u>    |





## 5. CASH, CASH EQUIVALENTS AND INVESTMENTS (CONTINUED)

Investments as of June 30, 1995 are summarized as follows:

|  | Category         |                     |             | Not               | Carrying             | Market               |
|--|------------------|---------------------|-------------|-------------------|----------------------|----------------------|
|  | 1                | 2                   | 3           | Categorized       | Value                | Value                |
| U.S. Treasury and<br>Government<br>agency obligations                        | \$250,629        | \$ 478,699          |             |                   | \$ 729,328           | \$ 729,328           |
| Nongovernment<br>securities:   |                  |                     |             |                   |                      |                      |
| Corporate bonds  | 97,786           | 175,288             |             |                   | 273,074              | 273,074              |
| Stocks   | 18,982           | 309,653             |             |                   | 328,635              | 328,635              |
| Unit investment<br>trusts  |                  | 115,719             |             |                   | 115,719              | 115,719              |
| Mutual funds   |                  |                     |             | \$ 102,840        | 102,840              | 102,840              |
| Total  | <u>\$367,397</u> | <u>\$ 1,079,359</u> | <u>\$ 0</u> | <u>\$ 102,840</u> | 1,549,596            | 1,549,596            |
| Massachusetts Municipal<br>Depository Trust<br>Deferred<br>compensation plan |                  |                     |             |                   | 8,858,219            | 8,868,019            |
|  |                  |                     |             |                   | <u>10,705,406</u>    | <u>10,705,406</u>    |
|  |                  |                     |             |                   | <u>\$ 21,113,221</u> | <u>\$ 21,123,021</u> |

The composition of the Town's bank deposits and investments fluctuates depending primarily on the timing of real estate tax receipts, proceeds from borrowings, collections of state and federal aid, and capital outlays throughout the year. Accordingly, the Category 3 amounts were higher at times during the year than at year end.

## 6. FIXED ASSETS

A summary of changes in recorded general fixed assets for the year ended June 30, 1995 follows:

|                         | Balance,<br>July 1, 1994 | Additions         | Disposals   | Balance,<br>June 30, 1995 |
|-------------------------|--------------------------|-------------------|-------------|---------------------------|
| Buildings               | \$57,287,550             |                   |             | \$57,287,550              |
| Machinery and equipment | <u>8,589,116</u>         | <u>\$ 488,590</u> |             | <u>9,077,706</u>          |
|                         | <u>\$65,876,666</u>      | <u>\$ 488,590</u> | <u>\$ 0</u> | <u>\$66,365,256</u>       |





## 7. PENSION PLANS

**Plan Description** – The Town contributes to the Town of Brookline Employees' Retirement System (the "System"), a single-employer, public employee retirement system that acts as the investment and administrative agent for the Town and the Brookline Housing Authority. The Town's payroll for employees covered by the System for the year ended December 31, 1994 was \$34,683,000. Public school teachers are covered by the Commonwealth of Massachusetts Teachers' Retirement System ("TRS") to which the Town of Brookline does not contribute. The Town's payroll covered by TRS was \$24,708,000 in calendar year 1994. Total payroll for the Town was \$59,391,000.

The System and the TRS are contributory, defined-benefit plans covering all Town employees and teachers and Brookline Housing Authority employees deemed eligible. Certain Town employees are covered by the Town's noncontributory pension plan.

Instituted in 1937, the System is a member of the Massachusetts Contributory Retirement System and is governed by Chapter 32 of the Massachusetts General Laws. Membership in the System is mandatory immediately upon the commencement of employment for all permanent, full-time employees. Current membership in the System consists of the following:

|  | Number<br>of Employees |
|--|------------------------|
| Current employees:   |                        |
| Fully vested   | 539                    |
| Nonvested  | 533                    |
| Terminated employees entitled to benefits but not yet receiving them | 249                    |
| Retirees and beneficiaries currently receiving benefits              | 792                    |
|  | <hr/>                  |
|  | 2,113                  |

Both systems provide for retirement allowance benefits up to a maximum of 80% of a member's highest three-year average annual rate of regular compensation. Benefit payments are based upon a member's age, length of creditable service, level of compensation and group classification.

Members of both systems become vested after 10 years of creditable service. A retirement allowance may be received upon reaching age 65 or upon attaining 20 years of service. The systems also provide for early retirement at age 55 if a participant (1) has a record of 10 years of creditable service, (2) was on the Town payroll on January 1, 1978, (3) voluntarily left Town employment on or after that date, and (4) left accumulated annuity deductions in the fund. Active members contribute either 5%, 7% or 8% of their gross regular compensation depending on the date upon which their membership began. If employed after January 1, 1979, the member must contribute an extra 2% over \$30,000 pursuant to Chapter (32) Section 22(D) which the Town accepted in June 1989.

The System also provides death and disability benefits.

**Significant Accounting Policies** – The accounting records of the System are maintained on a calendar-year basis in accordance with the standards and procedures established by the Commissioner of the Public Employee Retirement Administration.





## 7. PENSION PLANS (CONTINUED)

**Funding Status and Progress** - The amount shown below as the "Pension Benefit Obligation" is a standardized disclosure measure of the present value of pension benefits, adjusted for the effects of projected salary increases and step-rate benefits, estimated to be payable in the future as a result of employee service to date. The measure is intended to help users assess the funding status of the System on a going-concern basis, assess progress made in accumulating sufficient assets to pay benefits when due, and make comparisons among employers. The measure is the actuarial present value of credited projected benefits and is independent of the funding method used to determine contributions to the System.

The pension benefit obligation was computed as part of an actuarial valuation performed as of January 1, 1994, updated to January 1, 1995. Significant actuarial assumptions used in the valuation include (a) a rate of return on the investment of present and future assets of 8.0% a year compounded annually, (b) projected salary increases of 4.5% a year compounded annually, attributed to inflation, (c) additional projected salary increases of 1.0% a year, attributable to seniority/merit, and (d) no postretirement benefit increases.

### (Amounts in Thousands)

#### Pension benefit obligation:

|   |                  |
|---|------------------|
| Retirees and beneficiaries currently receiving benefits and terminated employees not yet receiving benefits | \$ 77,624        |
| Current employees:  |                  |
| Accumulated employee contributions, including allocated investment earnings                                 | 29,770           |
| Employer-financed vested  | 20,335           |
| Employer-financed nonvested   | <u>20,885</u>    |
| Total pension benefit obligation  | 148,614          |
| Net assets available for benefits, at market value  | <u>76,255</u>    |
| Unfunded pension benefit obligation   | <u>\$ 72,359</u> |





## 7. PENSION PLANS (CONTINUED)

*Actuarially Determined Contribution Requirements and Contributions Made* – The Town has elected provisions of Chapter 32, Section 22D of Massachusetts General Laws, which require that a funding schedule be established to fully fund the accrued actuarial liability by June 30, 2028. Under provisions of this law, participating employers are assessed their share of the total retirement cost based on the entry age normal actuarial cost method. Significant actuarial assumptions used to compute actuarially determined contribution requirements are the same as those used to compute the pension benefit obligation described in funding status and progress above. Amortization of the unfunded actuarial accrued liability is determined using the level-dollar amortization method over a 34-year period. The level-dollar method calculates the fixed annual dollar cost of this liability over the 34-year period. Normal cost represents the portion of the value of the projected retirement benefit allocated to a particular year that is borne by employer and employee contributions. Based on the actuarial valuation performed as of January 1, 1994, the amount of annual contributions intended to cover normal cost for fiscal 1995 was \$4,290,000, of which the employer portion was \$1,905,000.

The Town's contribution to the System for 1995 of \$9,432,560 was made in accordance with the funding policy described above and was funded as follows: The Town contributed \$7,022,303 (20% of current covered payroll) and employees contributed \$2,410,257 (7% of current covered payroll).

*Trend Information* – Trend information gives an indication of the progress made in accumulating sufficient assets to pay benefits when due. Trend information may be found on pages 28 and 29. For the three years ended December 31, 1994, 1993 and 1992, available assets were sufficient to fund \$76,255,000 or 51%, \$77,499,000 or 54% and \$69,679,000 or 53%, respectively, of the pension benefit obligation. Unfunded pension benefit obligation represented 209%, 198% and 184% of the annual payroll for employees covered by the plan for 1994, 1993 and 1992, respectively.

## 8. POSTRETIREMENT BENEFITS

In addition to the pension benefits described in Note 7, the Town provides postretirement health care benefits in accordance with Massachusetts General Laws Chapter 32B to all employees who retire from the Town on or after attaining age 55 with at least 20 years of service and who were receiving health care benefits from the Town at retirement. The Town provides health insurance premium assistance at the level which the employee received when employed. This currently averages 75% unless the individual is covered by Medicare, in which case 50% of the Medicare supplement is provided. During fiscal year ended June 30, 1995, the Town contributed \$289,183 towards postretirement healthcare benefits.





## 9. LONG-TERM DEBT

*General Obligation Bonds* - The Town issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds are direct obligations and pledge the full faith and credit of the Town. These bonds generally are issued as serial bonds with equal amounts of principal maturing each year.

The following is a summary of changes in general long-term obligations for the year ended June 30, 1995:

### General Obligation Bonds:

| Inside Debt Limit                            | Issue Amount | Interest Rate | Final Maturity Date | June 30, 1994 | Additions | Retirements | June 30, 1995 | Interest Paid |
|--|--------------|---------------|---------------------|---------------|-----------|-------------|---------------|---------------|
| 1982 Water Garage Construction               | \$ 1,225,000 | 7.50 %        | 11/01/94            | \$ 100,000    |           | \$ 100,000  |               | \$ 3,750      |
| 1984 School Building Improvements            | 1,210,000    | 7.50          | 11/01/94            | 100,000       |           | 100,000     |               | 3,750         |
| 1984 Golf Course Irrigation System           | 275,000      | 7.50          | 11/01/94            | 25,000        |           | 25,000      |               | 938           |
| 1983 Park and Forestry Building Construction | 165,000      | 7.50          | 11/01/94            | 15,000        |           | 15,000      |               | 563           |
| 1984 Parking Meter Acquisitions              | 120,000      | 5.38          | 05/01/95            | 5,000         |           | 5,000       |               | 285           |
| 1985 Computer System Acquisition             | 1,000,000    | 5.38          | 05/01/96            | 125,000       |           | 62,500      | \$ 62,500     | 7,156         |
| 1985 Energy Conservation                     | 355,000      | 5.38          | 05/01/96            | 71,000        |           | 35,500      | 35,500        | 4,065         |
| 1985 High School Roof Replacement            | 120,000      | 5.38          | 05/01/96            | 24,000        |           | 12,000      | 12,000        | 1,374         |
| 1986 Library Automated Circulation System    | 700,000      | 5.15          | 12/15/96            | 90,000        |           | 30,000      | 60,000        | 3,855         |
| 1987 Fire Station Roof                       | 100,000      | 6.63          | 12/01/96            | 30,000        |           | 10,000      | 20,000        | 1,625         |
| 1987 Lincoln School Improvement              | 370,000      | 6.63          | 12/01/97            | 130,000       |           | 40,000      | 90,000        | 7,180         |
| 1989 High School Roof                        | 4,070,000    | 6.37          | 11/15/98            | 2,070,000     |           | 500,000     | 1,570,000     | 116,355       |
| 1990 Pierce School                           | 3,235,000    | 6.37          | 11/15/98            | 1,795,000     |           | 360,000     | 1,435,000     | 103,270       |
| 1989 High School Roof                        | 120,000      | 6.37          | 11/15/98            | 60,000        |           | 15,000      | 45,000        | 3,356         |
| 1989 High School Roof                        | 300,000      | 6.38          | 11/15/99            | 180,000       |           | 30,000      | 150,000       | 10,553        |
| 1989 Clark Playground                        | 300,000      | 6.38          | 11/15/99            | 180,000       |           | 30,000      | 150,000       | 10,553        |
| 1989 Town Hall Roof                          | 40,000       | 6.36          | 11/15/97            | 20,000        |           | 5,000       | 15,000        | 1,119         |
| 1986 Larz Anderson Park                      | 240,000      | 5.89          | 08/15/04            | 200,000       |           | 20,000      | 180,000       | 10,705        |
| 1991 Swimming Pool Building                  | 260,000      | 5.89          | 08/15/99            | 190,000       |           | 35,000      | 155,000       | 9,323         |
| 1991 Fire Engine                             | 160,000      | 5.89          | 08/15/94            | 50,000        |           | 50,000      |               | 1,375         |
| 1991 Asbestos Removal                        | 150,000      | 5.91          | 08/15/99            | 110,000       |           | 20,000      | 90,000        | 5,395         |
| 1991 Driscoll School Gymnasium               | 400,000      | 5.91          | 08/15/06            | 340,000       |           | 30,000      | 310,000       | 18,725        |
| 1991 Library Roof                            | 415,000      | 5.89          | 08/15/06            | 355,000       |           | 30,000      | 325,000       | 19,550        |
| 1991 Driscoll Playground                     | 245,000      | 5.89          | 08/15/06            | 205,000       |           | 20,000      | 185,000       | 11,235        |
| 1991 School Boilers                          | 350,000      | 5.91          | 08/15/06            | 300,000       |           | 25,000      | 275,000       | 16,513        |
| 1992 Warren Field                            | 380,000      | 5.89          | 08/15/06            | 325,000       |           | 25,000      | 300,000       | 18,063        |
| 1992 School Boilers                          | 800,000      | 5.30          | 09/01/10            | 755,000       |           | 45,000      | 710,000       | 38,005        |
| 1992 Baker School Repairs                    | 1,500,000    | 4.92          | 09/01/02            | 1,350,000     |           | 150,000     | 1,200,000     | 63,000        |
| 1992 High School Windows                     | 250,000      | 5.31          | 09/01/12            | 235,000       |           | 15,000      | 220,000       | 11,790        |
| 1992 High School Safety System               | 510,000      | 5.27          | 09/01/19            | 480,000       |           | 30,000      | 450,000       | 24,030        |
| 1992 Baker School Roof Plans                 | 65,000       | 5.45          | 09/01/96            | 45,000        |           | 15,000      | 30,000        | 2,033         |
| 1992 Town Hall Elevators                     | 100,000      | 5.16          | 09/01/17            | 93,000        |           | 7,000       | 86,000        | 4,554         |
| 1992 Grove Street Building                   | 60,000       | 5.02          | 09/01/14            | 55,000        |           | 5,000       | 50,000        | 2,625         |
| 1992 Town Hall Repairs                       | 95,000       | 5.33          | 09/01/11            | 90,000        |           | 5,000       | 85,000        | 4,565         |
| 1992 Branch Library Repairs                  | 200,000      | 5.36          | 09/01/12            | 190,000       |           | 10,000      | 180,000       | 9,690         |

(Continued)





## 9. LONG-TERM DEBT (CONTINUED)

|  | Issue Amount | Interest Rate | Final Maturity Date | June 30, 1994  | Additions     | Retirements  | June 30, 1995  | Interest Paid |
|--|--------------|---------------|---------------------|----------------|---------------|--------------|----------------|---------------|
| <b>Inside Debt Limit</b>                       |              |               |                     |                |               |              |                |               |
| 1992 Fire Station Repairs                      | 925,000      | 5.13          | 09/01/16            | 855,000        |               | 70,000       | 785,000        | 41,675        |
| 1992 Sidewalk Construction                     | 1,500,000    | 4.29          | 09/01/12            | 1,350,000      |               | 150,000      | 1,200,000      | 63,000        |
| 1992 Golf Course Improvements                  | 650,000      | 5.15          | 09/01/12            | 605,000        |               | 45,000       | 560,000        | 29,630        |
| 1992 Runkle School Repair                      | 295,000      | 5.35          | 09/01/12            | 280,000        |               | 15,000       | 265,000        | 14,255        |
| 1994 High School Safety System                 | 1,000,000    | 3.94          | 01/15/04            | 1,000,000      |               | 100,000      | 900,000        | 39,650        |
| 1994 Health/Driscoll Plans and Specs           | 290,000      | 3.79          | 01/15/99            | 290,000        |               | 59,000       | 231,000        | 11,478        |
| 1994 Heath Roof                                | 130,000      | 3.92          | 01/15/04            | 130,000        |               | 13,000       | 117,000        | 5,155         |
| 1995 Heath School                              | 3,200,000    | 5.35          | 01/01/15            |                | \$ 3,200,000  |              | 3,200,000      |               |
| 1995 Various School Buildings                  | 85,000       | 4.56          | 04/01/00            |                | 85,000        |              | 85,000         |               |
| 1995 Various School Buildings                  | 750,000      | 5.09          | 04/01/10            |                | 750,000       |              | 750,000        |               |
| 1995 Fire Station Repairs                      | 880,000      | 4.80          | 04/01/05            |                | 880,000       |              | 880,000        |               |
| 1995 Various Public Buildings                  | 430,000      | 5.09          | 04/01/10            |                | 430,000       |              | 430,000        |               |
| 1995 Fire Engine                               | 460,000      | 4.56          | 04/01/05            |                | 460,000       |              | 460,000        |               |
| 1994 Various Buildings                         | 380,000      | 3.94          | 01/15/04            | 380,000        |               | 38,000       | 342,000        | 15,067        |
| 1994 Library Building                          | 140,000      | 3.92          | 01/15/04            | 140,000        |               | 14,000       | 126,000        | 5,551         |
| 1994 Fire Station Repairs                      | 150,000      | 3.93          | 01/15/04            | 150,000        |               | 15,000       | 135,000        | 5,948         |
| 1994 Traffic Signals                           | 160,000      | 3.93          | 01/15/04            | 160,000        |               | 16,000       | 144,000        | 6,344         |
| 1994 Computer Improvements                     | 700,000      | 3.80          | 01/15/04            | 700,000        |               | 140,000      | 560,000        | 27,650        |
| 1994 Various Outdoor Facilities                | 350,000      | 3.94          | 01/15/04            | 350,000        |               | 35,000       | 315,000        | 13,878        |
| Total Inside Debt Limit                        | 32,360,000   |               |                     | 16,778,000     | 5,805,000     | 2,622,000    | 19,961,000     | 830,204       |
| <b>Outside Debt Limit</b>                      |              |               |                     |                |               |              |                |               |
| 1979 Water Mains                               | 3,030,000    | 6.25          | 02/15/95            | 200,000        |               | 200,000      |                | 12,500        |
| 1982 B-2 Parcel Urban Renewal Land Acquisition | 1,880,000    | 7.50          | 11/01/94            | 185,000        |               | 185,000      |                | 6,938         |
| 1984 Water Meter Replacement Program           | 500,000      | 7.50          | 11/01/94            | 50,000         |               | 50,000       |                | 1,875         |
| 1986 Water Mains                               | 1,550,000    | 5.15          | 12/15/01            | 815,000        |               | 105,000      | 710,000        | 39,493        |
| 1987 Water Mains Phase II                      | 2,150,000    | 6.63          | 12/15/01            | 1,250,000      |               | 150,000      | 1,100,000      | 79,225        |
| 1987 Runkle School Improvement                 | 1,080,000    | 6.63          | 12/01/02            | 360,000        |               | 120,000      | 240,000        | 19,500        |
| 1987 Pierce School Improvement                 | 150,000      | 6.63          | 12/01/96            | 30,000         |               | 10,000       | 20,000         | 1,625         |
| 1990 Water Mains Phase III                     | 300,000      | 6.37          | 11/15/99            | 145,000        |               | 10,000       | 135,000        | 8,958         |
| 1991 Water Mains                               | 3,200,000    | 5.89          | 08/05/06            | 2,925,000      |               | 145,000      | 2,780,000      | 165,318       |
| 1992 Water Mains                               | 1,600,000    | 5.27          | 09/01/12            | 1,527,000      |               | 78,000       | 1,449,000      | 76,759        |
| 1992 Lincoln School                            | 13,000,000   | 5.35          | 09/01/12            | 12,340,000     |               | 660,000      | 11,680,000     | 628,340       |
| 1994 Water Mains                               | 5,200,000    | 4.54          | 01/15/14            | 5,200,000      |               | 260,000      | 4,940,000      | 226,956       |
| 1994 Sewer Mains                               | 476,850      |               | 11/15/98            | 476,850        |               | 95,370       | 381,480        |               |
| Total Outside Debt Limit                       | 34,116,850   |               |                     | 25,503,850     |               | 2,068,370    | 23,435,480     | 1,267,487     |
| Total bonds                                    | \$66,476,850 |               |                     | 42,281,850     | 5,805,000     | 4,690,370    | 43,396,480     | 2,097,691     |
| <b>Other long-term obligations:</b>            |              |               |                     |                |               |              |                |               |
| Pension costs (Note 7)                         |              |               |                     | 64,984,000     | 7,375,000     |              | 72,359,000     |               |
| Sick and vacation, net                         |              |               |                     | 5,044,000      | 121,490       |              | 5,165,490      |               |
| Estimated liability for workers' compensation  |              |               |                     |                | 3,100,000     |              | 3,100,000      |               |
|  |              |               |                     | \$ 112,309,850 | \$ 16,401,490 | \$ 4,690,370 | \$ 124,020,970 | \$ 2,097,691  |

(Continued)





## 9. LONG-TERM DEBT (CONTINUED)

The annual requirements to amortize all general obligation bonds outstanding as of June 30, 1995, including interest, are as follows:

|                             | Principal           | Interest            | Total               |
|-----------------------------|---------------------|---------------------|---------------------|
| Fiscal year ending June 30: |                     |                     |                     |
| 1996                        | \$ 4,440,370        | \$ 2,156,205        | \$ 6,596,575        |
| 1997                        | 4,330,370           | 1,916,238           | 6,246,608           |
| 1998                        | 4,155,370           | 1,700,173           | 5,855,543           |
| 1999                        | 3,725,370           | 1,506,343           | 5,231,713           |
| 2000                        | 2,980,000           | 1,337,190           | 4,317,190           |
| Thereafter                  | <u>23,765,000</u>   | <u>7,150,569</u>    | <u>30,915,569</u>   |
|                             | <u>\$43,396,480</u> | <u>\$15,766,718</u> | <u>\$59,163,198</u> |

The Commonwealth of Massachusetts (the "Commonwealth") has approved school construction assistance to the Town. The assistance program, which is administered by the School Building Assistance Bureau ("SBAB"), provides resources for future debt service of general obligation school bonds outstanding. These resources are subject to annual appropriation by the state legislature and the Town's compliance with certain reporting requirements. The Town did not receive any SBAB assistance during fiscal year 1995.

The Town is subject to a dual level general debt limit; the normal debt limit and the double debt limit. Such limits are equal to 5% and 10%, respectively, of the valuation of taxable property in the Town as last equalized by the Commonwealth's Department of Revenue. Debt may be authorized up to the normal debt limit without state approval. Authorizations under the double debt limit, however, require the approval of the Commonwealth's Emergency Finance Board. Additionally, there are many categories of general obligation debt which are exempt from the debt limit but are subject to other limitations.

Authorized and unissued debt at June 30, 1995 is as follows:

|  |                    |
|--|--------------------|
| Computer upgrading                           | \$ 900,000         |
| Heath school reconstruction                  | 480,000            |
| Public Buildings – repair and reconstruction | 1,565,000          |
| Sewer – repair and reconstruction            | 1,600,000          |
| Library repairs                              | 310,000            |
| Beacon Street rehabilitation                 | <u>500,000</u>     |
|  | <u>\$5,355,000</u> |

As of June 30, 1995, the Town may issue approximately \$89,223,245 of additional general obligation debt under the normal debt limit. The Town has approximately \$23,054,000 of debt exempt from the debt limit.





## 10. COMMITMENTS AND CONTINGENCIES

There are several pending lawsuits in which the Town is involved. The Town attorney estimates that the potential claims against the Town not covered by insurance resulting from such litigation would not materially affect the general purpose financial statements of the Town.

The Town has received federal and state grants for specific purposes that are subject to review and audit by the grantors or their representatives. Such audits could lead to requests for reimbursement to the grantor agency for expenditures disallowed under terms of the grants. Town officials are not aware of any potential disallowances.

The Town is in the process of closing one landfill and an incinerator site. The cost is estimated at \$1.2 million and has been included in the Town's capital plan.

## 11. DEFERRED COMPENSATION

The Town of Brookline offers its employees a deferred compensation plan created in accordance with Section 457 of the U.S. Internal Revenue Code. The plan is administered by Aetna Life Insurance and Annuity Company. The plan, available to all Town employees, permits them to defer a portion of their current salary to future years. The deferred compensation is not available to the participants until termination, retirement, death or unforeseeable emergency.

In accordance with Section 457 of the Internal Revenue Code, all amounts of compensation deferred under the plan, all property and rights purchased with such amounts, and all income attributable to such amounts, property, or rights are (until they are made available to the employee or other beneficiary) solely the property and rights of the Town (without being restricted to the provisions of benefits under the plan) subject only to the claims of the Town's general creditors.

Participants' rights created under the plan are equivalent to those of general creditors of the Town and only in an amount equal to the fair market value of the deferred account maintained with respect to each participant. Plan assets have been used for no purpose other than to pay benefits. In addition, the Town believes that it is unlikely that it will use the assets to satisfy the claims of general creditors in the future.

The Town and its agent have no liability for losses under the plan, but do have the duty of care that would be required of any ordinary prudent investor.

The assets and liabilities of the deferred compensation plan are included in agency funds at June 30, 1995.





## 12. FUND EQUITY

The following funds had deficit equity balances as of June 30, 1995:

|                                       | Reserved | Unreserved  | Total       |
|---------------------------------------|----------|-------------|-------------|
| Special Revenue:                      |          |             |             |
| P.L. 94-482 Occupational Education    | \$ 639   | \$ (19,980) | \$ (19,341) |
| Special Education                     | 7,279    | (51,671)    | (44,392)    |
| National Endowment for the Humanities | 2,173    | (4,836)     | (2,663)     |
| Adult Education Revolving             | 24,468   | (91,677)    | (67,209)    |
| School Lunch Revolving                | 8,797    | (60,359)    | (51,562)    |
| School Restaurant Revolving           | 375      | (1,296)     | (921)       |
| Summer School Revolving               | 1,507    | (98,196)    | (96,689)    |
| Humanities Curriculum Project         |          | (2,246)     | (2,246)     |
| Title IIIB Older Americans' Act       |          | (1,334)     | (1,334)     |
| Commonwealth In-Service Grant         | 72       | (322)       | (250)       |
| Curriculum Frameworks Study Grant     |          | (9,479)     | (9,479)     |
| Survey and Planning Grant             |          | (3,992)     | (3,992)     |
| Chapter 90 Highway                    |          | (458,033)   | (458,033)   |
| Trust and Agency:                     |          |             |             |
| Mildred Bent Library Fund             | 1,356    | (1,559)     | (203)       |
| Edward Finstein Memorial School Fund  |          | (403)       | (403)       |
| Police - Private Details              |          | (277,082)   | (277,082)   |

The deficits in these funds will be eliminated through future federal and state grants, bond issues and other anticipated revenue.

## 13. OPERATING TRANSFERS

Operating transfers constitute the transfer of resources from the fund that receives the resources to the fund that utilizes them. Operating transfers during the year were as follows:

|                                 | General            | Special Revenue       | Capital Projects | Expendable Trusts   |
|---------------------------------|--------------------|-----------------------|------------------|---------------------|
| Purpose of operating transfers: |                    |                       |                  |                     |
| Parking meter receipts          | \$ 1,300,000       | \$ (1,300,000)        |                  |                     |
| Cemetery trust                  | 80,000             | (45,000)              |                  | \$ (35,000)         |
| Recovery accounts               |                    | 40,600                |                  | (40,600)            |
| Library aid                     | 81,440             | (81,440)              |                  |                     |
| Golf Fund                       | 234,661            | (234,661)             |                  |                     |
| Chapter 90 highway              | 781,442            | (781,442)             |                  |                     |
| Traffic lights capital project  | 118,000            |                       | \$ (118,000)     |                     |
| Recreation                      |                    |                       | 182,593          | (182,593)           |
| Workers' compensation           | 382,838            |                       |                  | (382,838)           |
|                                 | <u>\$2,978,381</u> | <u>\$ (2,401,943)</u> | <u>\$ 64,593</u> | <u>\$ (641,031)</u> |





## 14. RISK MANAGEMENT

The Town is exposed to various risks of loss related to torts, theft of, damage to and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The Town has purchased commercial insurance for these risks, except for those risks identified in the following paragraphs, which the Town accounts for in its general fund and internal service fund.

**Group Health** – The Town has chosen to establish a risk financing fund for risks associated with the employees' health insurance plan. The risk financing fund is accounted for as an internal service fund where assets are set aside for claim settlements. Both employees and the Town contribute to the fund based upon a 75% Town and 25% employee primary care premium formula.

The total charge allocated to the general fund is calculated using trends in actual claims experience. Provisions are also made for unexpected and unusual claims.

Liabilities of the fund are reported when it is probable that a loss has occurred and the amount of the loss can be reasonably estimated. Liabilities include an amount for claims that have been incurred but not reported ("IBNR"). Claim liabilities are calculated based on recent claim settlement trends including frequency and amount of pay-outs. The Town carries insurance on individual medical claims in excess of \$75,000 annually.

**Workers' Compensation** – The Town provides workers' compensation on a self-insured basis with an insured stop/loss of \$300,000 per accident. Employees injured on the job receive two-thirds of their salary plus 100% reimbursement of related medical expenses. All workers' compensation activity is accounted for in the general fund. Expenditures and claims are recognized when it is probable that a loss has occurred and the amount of the loss can be reasonably estimated. Claim liabilities are calculated based on recent claim settlement trends including amount of pay-outs. The general fund contains a provision of \$275,000 for current claim liabilities and the general long-term obligations account group includes an amount of \$3,100,000 for estimated claims.

An analysis of claims activities is presented below:

|                       | Beginning of<br>Fiscal Year<br>Liability | Current Year<br>and Changes<br>in Estimates | Actual<br>Claim<br>Payments | Balance<br>at Fiscal<br>Year End |
|-----------------------|--|---|-----------------------------|----------------------------------|
| Group health          | \$ 0                                     | \$4,793,617                                 | \$4,268,617                 | \$ 525,000                       |
| Workers' compensation | 0  | 4,203,325                                   | 828,325                     | 3,375,000                        |

## 15. ACCOUNTING CHANGE

In 1995, the Town changed its accounting for its risk financing activities to be in accordance with Governmental Accounting Standards Board Statement No. 10, "Accounting and Financial Reporting for Risk Financing and Related Insurance Issues." This statement requires that risk financing activities be accounted for in either the general fund or an internal service fund. In prior years, the Town accounted for workers' compensation and group health insurance activity in an expendable trust fund. The Town now accounts for its workers' compensation activity in the general fund and its group health activity through an internal service fund.

For the group health plan, the change was made through a residual equity transfer from the expendable trust fund to the internal service fund for \$1,728,450.





## **15. ACCOUNTING CHANGE (CONTINUED)**

For workers' compensation the change was made through an operating transfer to the general fund of \$382,838.

During 1995, the Town changed its accounting for its governmental funds' fixed assets to be in accordance with GAAP. GAAP requires that fixed assets acquired for general governmental purposes be recorded as expenditures in the governmental funds and capitalized at cost in the general fixed asset account group. This change was made by estimating the value of the buildings owned by the Town based upon square footage, date of construction and materials used.

## **16. SUBSEQUENT EVENTS**

The Town intends to issue \$4,485,000 in general obligation bonds to be used for various capital projects in February of 1996.

\* \* \* \* \*





# TOWN OF BROOKLINE, MASSACHUSETTS

## EMPLOYEES' RETIREMENT SYSTEM

### REQUIRED SUPPLEMENTARY INFORMATION

#### REVENUES BY SOURCE AND EXPENSES BY TYPE

TEN YEARS ENDED DECEMBER 31, 1994

| Year | Revenues by Source    |                       |                    |                   |               | Total        |
|------|-----------------------|-----------------------|--------------------|-------------------|---------------|--------------|
|      | Employee Contribution | Employer Contribution | State Contribution | Investment Income | Miscellaneous |              |
| 1985 | \$ 1,423,875          | \$ 4,940,375          | \$ 872,486         | \$ 2,607,871      |               | \$ 9,844,607 |
| 1986 | 1,553,369             | 7,270,046             | 471,278            | 1,964,371         | \$ 160        | 11,259,224   |
| 1987 | 1,692,508             | 5,745,305             | 1,266,095          | 1,600,039         | 3,136         | 10,307,083   |
| 1988 | 1,830,604             | 6,081,507             | 933,167            | 3,204,325         |               | 12,049,603   |
| 1989 | 1,980,717             | 6,263,466             | 496,630            | 7,050,878         |               | 15,791,691   |
| 1990 | 2,151,300             | 6,494,728             | 1,009,296          | 449,175           |               | 10,104,499   |
| 1991 | 2,221,353             | 6,522,951             | 938,277            | 9,428,219         |               | 19,110,800   |
| 1992 | 2,259,939             | 6,512,732             | 1,623,244          | 7,031,534         |               | 17,427,449   |
| 1993 | 2,263,270             | 6,746,032             | 1,210,499          | 8,331,008         |               | 18,550,809   |
| 1994 | 2,410,257             | 7,022,303             | 964,986            | 1,234,793         |               | 11,632,339   |

| Year | Expenses by Type |                         |            |  | Total        |
|------|------------------|-------------------------|------------|--|--------------|
|      | Benefits         | Administrative Expenses | Refunds    |  |              |
| 1985 | \$ 6,006,815     | \$ 65,971               | \$ 383,575 |  | \$ 6,456,361 |
| 1986 | 6,505,844        | 90,918                  | 558,267    |  | 7,155,029    |
| 1987 | 6,792,917        | 92,298                  | 386,438    |  | 7,271,653    |
| 1988 | 7,303,927        | 125,643                 | 509,588    |  | 7,939,158    |
| 1989 | 7,678,612        | 141,776                 | 393,018    |  | 8,213,406    |
| 1990 | 7,934,216        | 117,413                 | 244,764    |  | 8,296,393    |
| 1991 | 8,168,014        | 136,338                 | 250,223    |  | 8,554,575    |
| 1992 | 9,382,262        | 159,670                 | 407,108    |  | 9,949,040    |
| 1993 | 9,775,545        | 176,619                 | 778,647    |  | 10,730,811   |
| 1994 | 10,236,093       | 150,462                 | 268,158    |  | 10,654,713   |





# TOWN OF BROOKLINE, MASSACHUSETTS

## EMPLOYEES' RETIREMENT SYSTEM REQUIRED SUPPLEMENTARY INFORMATION ANALYSIS OF FUNDING PROGRESS EIGHT YEARS ENDED DECEMBER 31, 1994

| (In Thousands) |                                       |                                |                               |   |                            |  |
|----------------|---------------------------------------|--------------------------------|-------------------------------|---|----------------------------|--|
| Year           | (1) Net Assets Available for Benefits | (2) Pension Benefit Obligation | (3) Percentage Funded (1)/(2) | (4) Unfunded Pension Benefit Obligation (2)-(1) | (5) Annual Covered Payroll | (6) Unfunded Pension Benefit Obligation as a Percentage of Covered Payroll (4)/(5) |
| 1987           | \$ 38,147                             | \$107,125                      | 36 %                          | \$ 68,978                                       | \$ 31,116                  | 221 %  |
| 1988           | 42,257                                | 117,714                        | 36                            | 75,457  | 33,139                     | 228  |
| 1989           | 49,836                                | 117,334                        | 43                            | 67,498  | 31,329                     | 215  |
| 1990           | 51,644                                | 122,140                        | 42                            | 70,496  | 32,005                     | 220  |
| 1991           | 62,200                                | 126,879                        | 49                            | 64,679  | 34,004                     | 190  |
| 1992           | 69,679                                | 131,043                        | 53                            | 61,364  | 33,317                     | 184  |
| 1993           | 77,499                                | 142,483                        | 54                            | 64,984  | 32,737                     | 198  |
| 1994           | 76,255                                | 148,614                        | 51                            | 72,359  | 34,683                     | 209  |

1. Net assets are stated on the basis explained in Note 7 to the General Purpose Financial Statements.

Isolated analysis of the dollar amounts of net assets available for benefits, pension benefit obligation, and unfunded pension benefit obligation can be misleading. Expressing the net assets available for benefits as a percentage of the pension benefit obligation provides an indication of the Town's funding status on a going-concern basis. Analysis of this percentage over time indicates whether the system is becoming financially stronger or weaker. Generally, the greater this percentage, the stronger the Public Employees' Retirement System ("PERS"). Trends in unfunded pension benefit obligation and annual covered payroll are both affected by inflation. Expressing the unfunded pension benefit obligation as a percentage of annual covered payroll approximately adjusts for the effects of inflation and aids analysis of the progress made in accumulating sufficient assets to pay benefits when due. Generally, the smaller this percentage, the stronger the PERS.

Note: Information prior to 1987 is not required to be presented.





## TOWN OF BROOKLINE, MASSACHUSETTS

SUPPLEMENTAL SCHEDULE OF RECONCILIATION OF TREASURER'S CASH  
AND CASH EQUIVALENTS  
JUNE 30, 1995

## CASH AND CASH EQUIVALENTS ARE COMPRISED OF:

|                        |                     |
|------------------------|---------------------|
| General fund           | \$11,199,372        |
| Special revenue funds  | 2,526,924           |
| Capital projects funds | 5,787,175           |
| Internal service fund  | 2,033,621           |
| Trust and agency funds | 3,171,881           |
| TOTAL                  | <u>\$24,718,973</u> |

AS OF JUNE 30, 1995, CASH AND CASH EQUIVALENTS ARE COMPRISED  
OF THE FOLLOWING BALANCES:

|  |              |
|--|--------------|
| Massachusetts Municipal Depository Trust             | \$ 8,858,219 |
| Boston Safe Deposit & Trust                          | 2,173,697    |
| Fleet Bank   | 823,584      |
| Shawmut Bank   | 31,955       |
| BayBank Norfolk                                      | 1,493,013    |
| Bank of Boston                                       | 995,365      |
| Century Bank and Trust                               | 6,166,699    |
| State Street Bank and Trust                          | 40,666       |
| Brookline Savings Bank                               | 300,377      |
| U.S. Trust   | 31,275       |
| Certificates of deposit                              | 2,104,848    |
| Fidelity - short-term investments                    | 300,358      |
| Smith Barney - short-term investments                | 864,618      |
| Other short-term investments                         | 166,769      |
| State Street Bank and Trust - short-term investments | 367,530      |

TREASURER'S CASH AND CASH EQUIVALENTS, JUNE 30, 1995 \$24,718,973





## TOWN OF BROOKLINE, MASSACHUSETTS

SUPPLEMENTAL SCHEDULE OF TAXES  
YEAR ENDED JUNE 30, 1995

|                      | Uncollected,<br>July 1,<br>1994 | Add<br>Commitments | Less<br>Abatements | Add<br>Cash<br>Refunds | Other<br>Additions<br>(Deductions) | Less<br>Collections | Uncollected,<br>June 30,<br>1995 |
|----------------------|---------------------------------|--------------------|--------------------|------------------------|------------------------------------|---------------------|----------------------------------|
| REAL ESTATE          | \$ 1,283,893                    | \$ 76,166,431      | \$ 1,615,640       | \$ 1,146,341           | \$ 214,871                         | \$ 76,143,872       | \$ 1,052,024                     |
| PERSONAL PROPERTY    | 108,271                         | 1,533,883          | 44,148             | 8,297                  | 6,349                              | 1,520,361           | 92,291                           |
| MOTOR VEHICLE EXCISE | 1,671,713                       | 3,766,916          | 588,041            | 56,471                 |                                    | 3,660,734           | 1,246,325                        |
| TOTAL                | \$ 3,063,877                    | \$ 81,467,230      | \$ 2,247,829       | \$ 1,211,109           | \$ 221,220                         | \$ 81,324,967       | \$ 2,390,640                     |









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